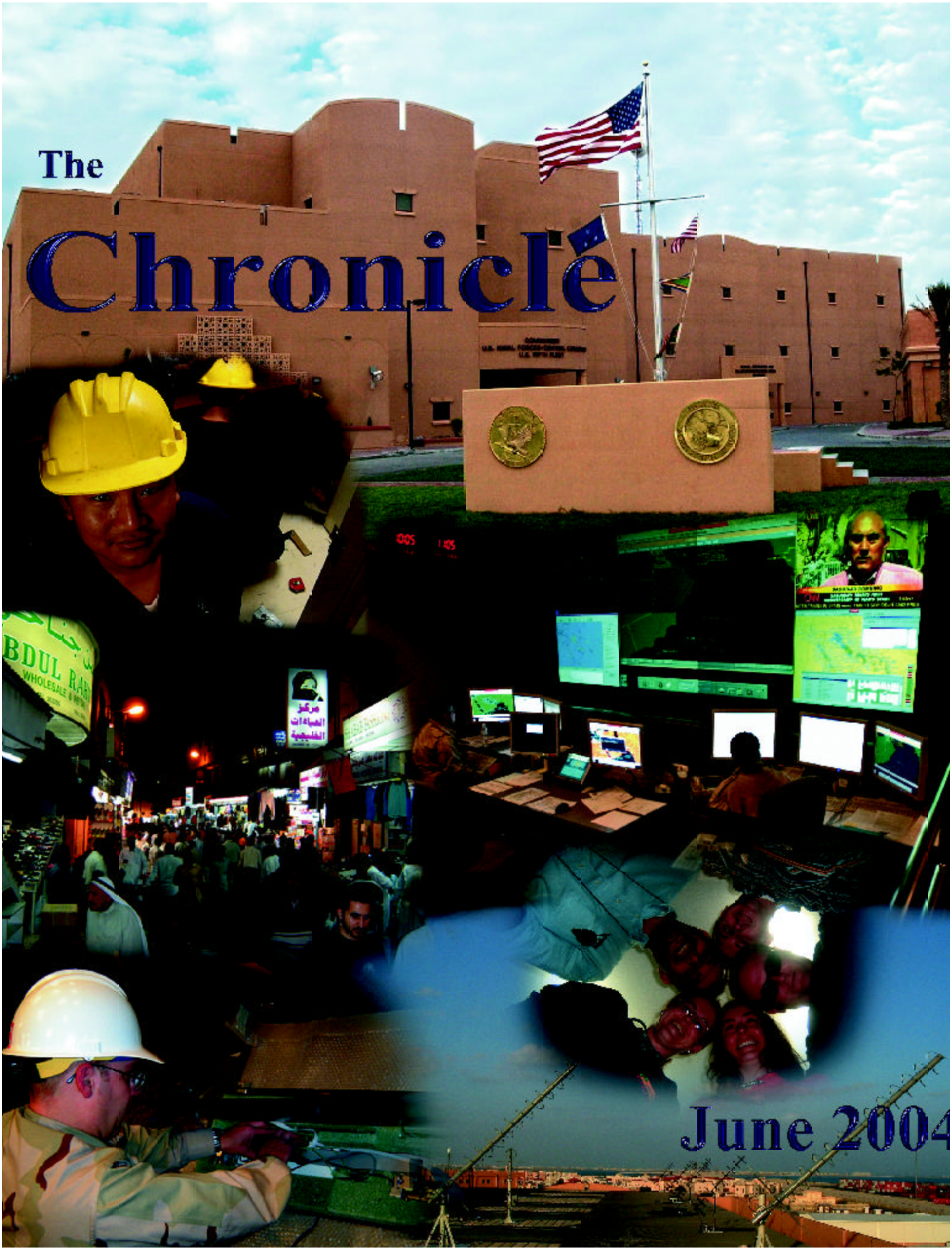
The
Chronicle
June 2004

The Chronicle

SPAWAR Systems Center, Charleston
P.O. Box 190022
North Charleston, SC 29419-9022

Telephone 843-218-4021
DSN 588-4021

MISSION What we do: We enable knowledge superiority to the warfighter through the development, acquisition and life cycle support of effective, capable and integrated C4ISR, IT, and Space systems.

VISION Where we want to be in the future: We will become the premier provider of C4ISR, IT, and Space capabilities.

Commanding Officer
Capt. John W.R. Pope III
United States Navy

Interim Editor: Deborah Hirschhorn
Photographer: Harold Senn

The Chronicle is a quarterly publication designed for employees of the Space and Naval Warfare Systems Center, Charleston. Its purpose is to inform, educate, entertain and generate new ideas. An official publication, *The Chronicle* is printed using appropriated funds in compliance with Navy Publications and Printing regulations. Contents of *The Chronicle* are not necessarily the official view of, or endorsed by, the U.S. Government, the Department of Defense, the U.S. Navy or SPAWAR Systems Center, Charleston.

Submissions for publication in *The Chronicle* must be received by the editor at the above address no later than the 15th day of the second month of each quarter. You can e-mail submissions to tonya.lobbestael@navy.mil.

The Chronicle reserves editorial privileges with all submissions.

Visit our web site at sscc.spawar.navy.mil.

SPAWAR
Systems Center Charleston

Captain's Call

Capt. John W.R. Pope III, USN
Commanding Officer

Summer is right around the corner, but the SSC Charleston team still is charging along full steam. In the six months since our last *Chronicle* issue, we've experienced some real highlights. A few in particular I'd like to share with you are:

✓ A quick trip to Bahrain in January allowed me to see first hand the spectacular job SPAWAR performed in fitting out the NAVCENT OPCON Center and NCTS Bahrain. (See the story on page 6.) This monumental project, known as P903/904, has been a long, challenging effort for the SPAWAR team. Our success in working across commands and agencies, executing on-time and under budget, all the while preserving NAVCENT's and NCTS's operational status in a war zone earned the SPAWAR team great warfighter recognition and a much deserved Lightning Bolt award.

✓ Another trip in March took Charlie Adams (Code 50 department head) and me to all the SPAWAR Europe sites. This trip helped me see how we are making such a great difference to the warfighters both in Europe and deployed to Iraq. Our technical solutions and services are being counted on in the Global War on Terrorism.

✓ Around these trips, we've been having a series of great opportunities to tell our story of speed to capability to Navy and Marine Corps leadership. Our distinguished visitors included: Vice Adm. Fallon (FFC); Rear Adm. Slaght (SPAWAR); Rear Adm. Cohen (ONR); Brig. Gen. Catto (MARCOR); Rear Adm. Antanitus (SPAWAR 05); Jeff Klein (SPAWAR 04); and Rear Adm. (sel) Rodriguez (incoming SPAWAR 05). While we were able to demonstrate our core competency successes, we also got some valuable feedback from Navy and Marine Corps leaders. A well-earned compliment passed along was: "SPAWAR Charleston gets it."

✓ SPAWAR leadership has been keeping a constant strain on our preparations for our follow-up visit by the Chief of Naval Operations (CNO). This summer we expect to have our second Echelon II review with the CNO. Building on our first review and the CNO's comments, we've been focusing on the key issues of:

- Assessing our workload to determine how it maps to our core competencies;
- Setting up a process to evaluate current and new workload from core competency and fit-vs.-viability standpoints;
- And finally, how organizing and executing as a netCentric enterprise can deliver solid warfighter capability while realizing efficiency savings.

In an upcoming *Commander's Guidance* installment we'll spend some more time on these three bullets.

For now I'd like to close with my thanks to you for all you do to provide the best solutions to our warfighters. Your efforts make a difference every day to our deployed and homeland defense forces. Have a safe and enjoyable summer.

From the desk of the executive director...

—James Ward

Partnership in Professional Development

"We must transform not only our Armed Forces, but also the Defense Department that serves them—by encouraging a culture of creativity and intelligent risk taking. We must promote a more entrepreneurial approach to developing capabilities—one that encourages people to be proactive, not reactive, and to behave less like bureaucrats and more like venture capitalists."

— Secretary of Defense Donald Rumsfeld

The employees of SSC Charleston are our most important value-producing asset. Without them nothing gets done. If they do not act and react appropriately, then much of our technical, intellectual and financial capital is wasted. Consequently, our strategy is not successfully executed, our objectives are not met, our mission is not fulfilled, and our customers are not satisfied. As we transform to meet the challenges of the 21st century, new initiatives and rapidly changing technologies continue to make our workplace environment even more fluid and dynamic.

Because of the rate of change taking place in many industries, and particularly in the national defense sector, the amount of training necessary to keep our employees abreast of the latest and greatest is increasing exponentially, and our employees will be confronted to embrace and master these challenges.

It has become clear to me that professional development is most successful when the innate interests of our employees have been identified and stimulated.

I have given a lot of thought to training and professional development, because I am firmly convinced that the knowledge and skills of our employees constitute our most valuable asset: intellectual capital. As we continue to grow as experts and specialists in government service and remain relevant over the years, this intellectual capital cannot be allowed to degenerate. It must be nurtured, fed, exercised and developed—and this development must be planned and carried out on a structured and logical basis. It cannot be left to chance and must be carefully planned and actively managed.

Professional development must be geared to the individual

It has become clear to me that professional development is most successful when the innate interests of our employees have been identified and stimulated. We increase the probability of success if we determine which aspects of their current position excite them. Which assignments make them want to accumulate

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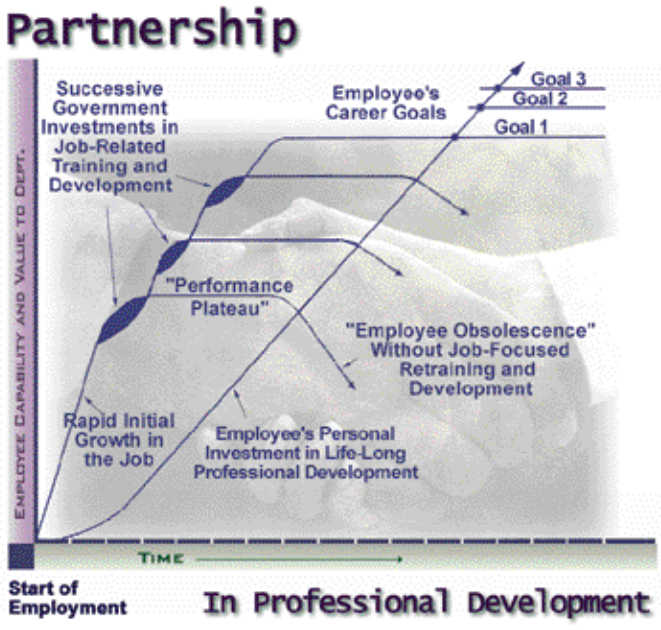
and digest more and more information? What stimulates them to actively seek more challenging tasks and more responsibility? What unrecognized skills and interests are not now being exercised?

Training and development that is "pushed" on an employee, in a direction in which the employee finds no intellectual or personal stimulation, too often results in a waste of resources. Conversely, professional development and training in areas that excite their enthusiasm are most likely to produce the gains in productivity and intellectual capital that our command needs. I am further convinced that successful professional development is best approached as a *partnership* of employee and employer, in which *both* partners are required to invest. Employees should not expect the government (or any other employer) to define their personal career goals for them, nor to plan and finance every step of their professional development. Successful professional development, which benefits both employee and employer, is a partnership in which both employee and employer must invest.

I have tried to show in the figure below that as technology marches inexorably onward, the employee's capability in a given position will tend to reach a plateau, requiring selective inputs of job-focused training to maintain acceptable performance and avoid "employee obsolescence."



A series of such plateaus will likely have to be surmounted during the employee's career. These infusions of training are appropriately assigned and financed by the employer since they are overwhelmingly job-related. Each plateau becomes a launch pad for the next performance-enhancing training.

> *Our command's future curve is a front-end process that emphasizes the importance of our employees to think about and articulate long-term career aspirations.*

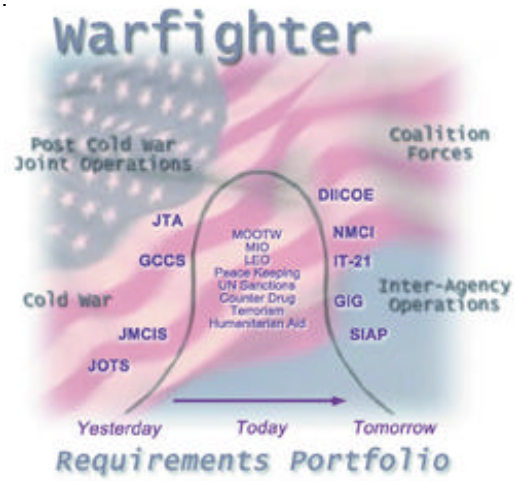
Satisfactory job performance at each plateau and satisfactory completion of coursework supply the justification for continued government investment in our employees' professional development.

In every job, some people perform more effectively than others do. Exceptional performers use a greater variety of approaches and behaviors to get the job done than those individuals who perform at the expected level. In my MBA course of study, I encountered the term "future curve" and appropriated it to characterize the first step in my approach to partnership in professional development and training.

Future curve is tool for preparing

Our command's future curve is a front-end process that emphasizes the importance of our employees thinking about and articulating long-term career aspirations. The questions posed in our future curve derive a personal vision of where an employee hopes to be professionally in the next year, in five years or even ten.

Our future curves enhance preparing for and implementing employee development and are a tool for facilitating continued supervisor and employee interaction regarding workforce development. This interaction between supervisor and employee demands serious dialogue with the objective of bringing an employees' career goals into



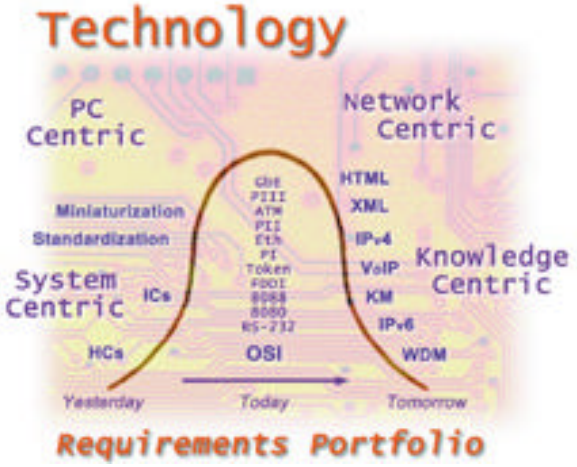
focus while promoting supervisor awareness of employees' perceptions of their own current capabilities and, more importantly, their potential for higher achievement.

Our future curves are displayed as a series of related charts to help employees orient their personal development toward capabilities that our command will require today and in the foreseeable future. These charts are tailored to various broad categories of the work performed in our command: warfighting, technology, academic and business operations.

For instance, the warfighter future curve is intended to produce employees who have studied the national security decision-making process, who understand our nation's defense strategy, who have experienced joint training in the field, and who have internalized the knowledge and belief that the ultimate mission of SSC Charleston is to support the warfighter.

The height of the bell curve represents the current intensity of demand. The capabilities listed in the center of the curve (its highest portion) may be thought of as today's demand. The capabilities to the left of the peak are diminishing in importance. Those to the right are expected to dominate the command's knowledge and skill requirements in years to come.

These technology demands, of course, are derived from our best assessment of the functional needs of our customers. You are encouraged to develop your own future curve charts to help define the capabilities that will become critical to your business unit in the future.



Employees who take ultimate responsibility for their professional growth and self-development will be better equipped for meeting changing requirements. Determining how to accomplish those goals is the next step in the process.

For example, you may only need to continue current work assignments while seeking out greater responsibility and honing technical competencies. Alternatively, a goal may require a change in position or department, taking on different responsibilities or even leaving federal service completely. Most importantly, the timeframe in which the goal is accomplished must be carefully considered.

Employees who take ultimate responsibility for their professional growth and self-development will be better equipped for meeting changing requirements.

Again, keep in mind the time needed to meet potential training, education or job requirements a particular career may prescribe. Additionally, the skills needed to perform well in a particular career will likely change over time.

Employees who do not take the time to look at the future—their own as well as our command's—are making a serious mistake. In this era, no one can be assured of lifetime government employment, but we can certainly help you enhance your own employability while simultaneously developing our workforce to meet our nation's evolving warfighting requirements.

They Said It Couldn't Be Done...

Bahrain OPCON Center Project Completed Early

By Diane Owens
(Strategic Planning Office, Code 0D-DO(ATG))

A crew of SSC Charleston employees and contractors completed installation of all telecommunication and computer systems in the new U.S. Naval Central Command Operational Control Center (NAVCENT OPCON Center) located in Manama, Bahrain, on Feb. 28.

The staff of the Commander, U.S. Naval Forces Central Fifth Fleet and the staff of the U.S. Central Command (COMUSNAVCENT) both occupy the center. These commands support all Naval operations in the U.S. Central Command area of responsibility, which covers 7.5 million square miles from Eastern Africa through Southwest Asia, and 25 countries, including Iraq and Afghanistan. They respond immediately to any emerging crisis.

Fleets generally locate their command centers on Naval ships at sea. The Fifth Fleet's land-based command center, which was established in 1993, is unique in the Navy.

The OPCON Center is a three-story building of approximately 125,000 square feet. It was designed using local architecture styles and was built to protect employees and equipment. The building is virtually bombproof and surrounded by fencing. The U.S. Army Corps of Engineers coordinated construction, which was completed in December 2003.

Imaad Salem, the project chief engineer and on-site manager, says, "The warfighters' concerns were paramount and added a challenging dimension to the project planning and detail. We had to work closely with the NAVCENT staff to ensure that our efforts did not impede the operational and mission requirements of the 460 personnel using the 60-plus systems we installed."

Team members (who came from across the command) moved military personnel from the previous building to temporary quarters, then moved the people and systems to the new building while military members continued to use the systems. Group members had to interact with the employees and learn many of their operations to determine how the systems were used. They also had to reverse engineer existing systems to analyze how they worked and make them interoperable with new systems. Circuits were cut over live one by one.

(from left) Imaad Salem, Steve Cohen and Stacy Jimerson with a new friend.

Force protection systems installed

SSC Charleston's role was to install force protection (physical security) systems in the new building by relocating and upgrading the systems contained in the old building. The building has 63 telecommunication and computer systems, which is more than most typical Navy buildings.

The project team ran over 540,000 feet of cable and installed more than 100 servers and about 4,200 phone and computer drops.

The primary contact representing the sponsor was Capt. Charles Chandonnet of NAVCENT. He was very helpful in organizing the staff on the ground and obtaining funding for the project. Capt. Chandonnet coordi-

nated the construction, system installation and the move from the sponsors' end.

The installation project was completed in six months, was done 40 days ahead of schedule and came in under budget. "We never doubted the importance of our work from day-one," says Imaad. "We knew that finishing behind schedule or providing systems with anything less than perfect operational functionality had real-world impacts. Our military depends on these systems every day and we simply could not let our troops down—period."

On the cover: The OPCON Center, the war room and other sights in Bahrain.

(from left) Jason Livingston, David Whitley, Rick Mahlie, Dave Osborne, Ed Duncan, Wayne Wallace, George Oakley and Imaad Salem were part of the team in Bahrain.

Technical Success Has Personal Side

By Diane Owens
Strategic Planning Office, Code 0D-DO(ATG)

We have unsung heroes among us.

Imagine planning and installing 64 separate telecommunication and computer systems in a newly constructed Navy building in a foreign country—on a shoestring budget—*and* you only have six months to complete the job. You don't have the luxury of disconnecting the old systems, scheduling planned downtime, installing the new systems in an empty building, then moving the military personnel into the building when the project is finished.

Instead, you must move nearly 500 military personnel and the existing systems out of the building to temporary quarters, then disconnect the existing systems and install and upgrade them in the new building *while the people continue to conduct critical operations without interruption*. (This is known as a "hot cutover.") On top of this, military members are not conducting "ordinary" business while you do this: They are *coordinating two wars* (in Iraq and Afghanistan) from a regional Navy command center in Bahrain.

A hardworking and highly dedicated group of SSC Charleston employees and contractors spent months at a time away from home working 14 hours a day 7 days a week to successfully accomplish the move to the Bahrain OPCON Center. In fact, it was completed 40 days ahead of schedule and came in under budget.

Capt. John Pope says, "I've never seen anything on this scale executed simultaneously before. I'm amazed and in awe."

"This tasking had everything going against it," says Imaad Salem, chief engineer and on-site manager. It was a real learning experience as employees worked with both known and unknown factors. Project participants were told upon arrival in Bahrain that they wouldn't be returning to the U.S. until their assigned tasks were accomplished (and if no additional tasks were assigned). Deadline slippage was *not* an option.

The core team was required to read *A Message to Garcia* by Elbert Hubbard. (The book has a simple message of hard work, integrity and dependability and is considered "one of the keystones of American self-im-

continued on page 8

provement literature" (amazon.com).) Imaad kept a copy with team member signatures pinned to his bulletin board. This team was determined to deliver the message to their Garcia.

Team members missed family events, birthdays, holidays and anniversaries. They lived over 7,400 miles away in a time zone 8 hours ahead of their family in the U.S., making communication difficult. They ate foreign food and lived near countries at war, surrounded by people observing foreign (to them) customs and speaking a foreign language.

Under demanding conditions, this group of over 200 employees from every department in the command and a dedicated group of contractors maintained a "can-do" attitude and worked as a cohesive unit. The group included one co-op student, Melisse Henry, and four new professionals: Glenn Rose, Stacy Jimerson, Jamie Elwood and Ammro Ragaban. These employees were given awesome responsibilities and rose to the occasion. Melisse's task, for example, was to move an entire system—the Bahrain Coastal Radar—by herself. She disconnected, moved and reconnected the monitoring system for four microware dishes on an antenna tower over 1,000 feet away. The new professionals collectively moved five systems and contributed to every functional area.

The group developed respect and trust among themselves and performed selfless acts to help their co-workers and to meet project deadlines. They shared parts. They even broke some records. George Mikula cut over General Services Secret (GENSER) Indian Ocean Regional Network Operations Center (IORNOC) services in just six minutes out of the four hours allotted for the job! The IORNOC services all ships in the Fifth Fleet area of operations.

The group met often for 10 p.m. dinners when most of the day's work was done. (A few employees like George Mikula, Steve Cohen, Wendell Leduff and Rick Mahlie consistently arrived late or missed dinner because they stayed to get some detail of work just right.) Despite everyday work problems, they developed camaraderie and a fondness for creating nicknames to recognize peers with outstanding work achievements.

They exhibited incredible flexibility. Some people had only one day off in six months, besides the Christmas holiday.

Project members took care of each other when they were sick. They took turns getting up in the middle of the night to pick up new arrivals from the airport and helped them adjust to the new environment. They also developed a passion for junk food, although most returned home thinner than when they arrived.

Continuous communication was critical to this endeavor. The Tactical Flag Command Center (TFCC) steering committee included Greg Wilford, the functional area expert for the TFCC; Donovan Lusk, the functional area expert for communications and control systems; Imaad Salem, the chief engineer and on-site manager; and Pati Crews of TDS, the communication circuits expert. The committee met every morning and evening, and project managers made it a practice to keep the sponsor in the know about project status. Every detail, big or small, was important. They notified the sponsor about problems and recommended approaches to resolve them.

Two employees, Jason Livingston and Steve Cohen, installed about 90% of the video and audio systems in the admiral's front office, TFCC and war room. These men seemed to have the golden touch because whatever they did, the sponsor wanted more. This success resulted in a great deal of add-on work, prompting the sponsor to send more funds to SSC Charleston.

The project was completed on March 12, but January proved to be the most stressful month of the project. During that time military personnel of the Bahrain OPCON, including the top brass in the front office, moved into the new building.

(from left) Greg Wilford, Donovan Lusk, Ammro Ragaban, Imaad Salem and Stacy Jimerson in the war room.

On Feb. 1 Capt. Charles Chandonnet of NAVCENT met the on-site manager in the morning and strolled him up and down the hall in the admiral's area to see if they would draw fire about problems or concerns with the work. The military was hard at work and there were no problems with the newly installed and transitioned systems. The captain then offered congratulations for a job well done.

NAVCENT OPCON Center Installation Awards Presented

A ceremony was held on April 1 to recognize employees instrumental to the success of the NAVCENT OPCON Center installation in Bahrain. Cdr. Dennis Pendergist, master of ceremonies, greeted participants and guests and introduced Capt. John Pope, who spoke about the project and the participants, saying, "This is the best teaming arrangement we've ever seen. The trick will be how to do it that well the next time." He was pleased to "recognize some real heroes."

Capt. Charles Chandonnet from NAVCENT, the sponsor of the project, stated, "A lot of people here and outside didn't think this project could be done." He recognized that many people (including family members of SSC Charleston employees) sacrificed for this project, and while overseas assignments are normal in the active military community, it is rare for civilian government employees. He praised the detailed planning and superb execution of the installation and said, "I have nothing but accolades for this project."

He delivered a Bravo Zulu message (see box) from Vice Adm. David Nichols, commander U.S. Naval Forces Central Command, and presented the Navy Superior Civilian Service medal to Imaad Salem, the chief engineer and on-site manager, for his engineering expertise. This is only the third award of this type that NAVCENT has presented outside its command.

Capt. Pope presented Jonathan Searight, deputy project manager, with the Meritorious Civilian Service medal for his proactive approach to managing the project's financial transactions.

Capt. Chandonnet presented the NAVCENT command plaque to Lt. Cmdr. James Coffman, Jonathan Searight and Imaad Salem. This plaque normally is reserved for NAVCENT personnel and can be awarded outside of NAVCENT only by commander approval.

NAVCENT provided over $19,000 of Special Act Awards to Greg Wilford, Sean Pitts, Dan Castro, Don Luffman, George Milula, Jason Livingston, Steve Cohen, David Whitley, Rick Mahlie, Donovan Lusk, Stacy Jimerson, Jonathan Searight and Imaad Salem.

Bravo Zulu to Bahrain Team from Vice Admiral Nichols

SUBJ/BRAVO ZULU//
RMKS/1. NAVCENT RECOGNIZES SPAWAR AND ONI FOR THEIR DETAILED PLANNING AND SUPERB EXECUTION IN LOCATING 64 C4I SYSTEMS IN THE NEW NAVCENT COMMAND CENTER. THIS WAS A COMPLEX AND CRITICAL UNDERTAKING, EXECUTED DURING WAR, WITHOUT INTERRUPTION OR DEGRADATION OF SERVICE. THE SPAWAR/ ONI TEAM MADE THE TRANSITION, CONSOLIDATION AND INSTALLATION OF SYSTEMS SEAMLESS TO THE WARFIGHTERS AFLOAT AND ASHORE. THE STATE-OF-THE-ART TECHNOLOGY ON THE WATCH FLOORS AND OPERATIONS CENTER DIRECTLY IMPROVES THE ABILITY OF NAVCENT AND OUR COALITION PARTNERS TO TAKE THE FIGHT TO THE ENEMY.
2. WELL DONE. VADM NICHOLS SENDS.//

Capt. Chandonnet presented the NAVCENT OPCON Center Photo Award to Capt. John Pope, Lt. Cdr. James Coffman, Robert Ireland, Terry Simpson, Jonathan Searight, Imaad Salem, Greg Wilford, Dan Castro, Don Luffman, George Mikula, David Whitley, Jim Gonnella, Donovan Lusk, Bill Richardson, Dale Gillham, Fred Vaerewyck, Steve Alberts of the Office of Naval Intelligence (ONI), Master Chief Renee Menge of NAVCENT and Pete Reinagle of NAVCENT. Recipients received a wooden plaque with a photo of the command center, a handwritten message of appreciation and four challenge coins (see page 10). The challenge coins were presented by Fifth Fleet/NAVCENT, Naval Computer and Telecommunications Station (NCTS) Bahrain, Operation Iraqi Freedom and SPAWAR.

Jeff Klein, director C4ISR Installations and Logistics, presented the SPAWAR command plaque to Capt. Chandonnet and Lt. Cdr. Coffman to acknowledge their key roles in the success of the team.

SSC Charleston department heads will distribute 160 certificates of appreciation among other project team members in various codes. These include logistics and shipping personnel, members of the financial team and others who contributed to the team effort.

Capt. Pope closed the program by thanking the "super team" and stating, "This effort has raised the bar. It will be hard to do this again."

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Cross-Command Teaming

"It was truly an honor to be a member of this project team. This project proved to me that our SPAWAR engineers are unmatched in their competence and dedication," says the deputy project manager, Jonathan Searight.

"I was especially impressed by the tremendous effort of our on-the-ground team led by Imaad Salem and his functional area engineers, but this was truly a team effort with several hundred government and contractor personnel involved. The command support and encouragement we received from the commanding officer, right through to our brand new DP-1's assigned to the project, were critical to our success."

This effort is a great example of successful teaming across the command. Imaad especially wants to thank the following for their support.

Code 0F

Lt. Cdr. James Coffman, project manager

Code 60

Jonathan Searight, deputy project manager

Donovan Lusk, command and control functional area expert (FAE)

Greg Wilford, TFCC FAE

Dave Whitley, strike FAE

Tim Boggs and Don Myers, Global Command and Control-Maritime (GCCS-M) transition and installation

Brenda Kidwell, getting the bills paid

Jason Livingston and Steve Cohen, "Master Piece" engineering

Ammro Ragaban, Fleet Requirements Configuration Board (FRCB)

Code 50

Jim Gonnella, telecommunication FAE

George Mikula, NCTS FAE

Rick Mahlie, RF communications expert

Phil Cooper, Global Broadcast System (GBS) installation

George Oakley, Joint Tactical Terminal (JTT) installation

Sean Pitts, making the contractual arrangements on short notice

Code 70

Dan Castro, intelligence FAE

Steve Alberts, ONI field lead

Wendell Leduff, Video Information Exchange System (VIXS) installation

SSC Contractors

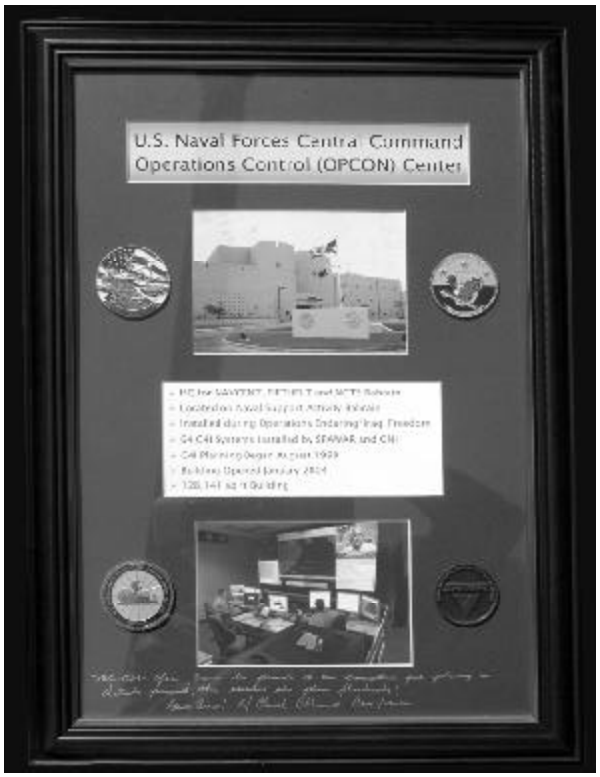
The many people without whom none of this could be possible

Challenge Coins

"Challenge coins" originated during World War I, when members of flying squadrons were given a bronze medallion produced by the squadron's lieutenant. The tradition developed that members carried their medallion or coin at all times.

One member would challenge another member to show the medallion. If the one challenged could not show it, the challenged had to buy the challenger a drink. If the challenged *could* produce a medallion, the *challenger* had to buy the drink.

Later, officers in all branches of the military distributed coins to recognize soldiers for outstanding work or above-and-beyond-the-call-of-duty actions, to boost morale and to build camaraderie. Today, hundreds of military and law enforcement units use challenge coins (and the challenges among coin holders continue).



Top left: Operation Iraqi Freedom (not really a challenge coin, but symbolic of major action during a project)
Top right: Fifth Fleet (Obverse) and NAVCENT (Reverse)
Bottom left: NCTS Bahrain
Bottom right: SPAWAR

Lab Furthers NetCentricity

By Roy Maines
Principal Systems Analyst (Code 0E)

SSC Charleston is taking a lead role in furthering net-centric transformation by establishing the Horizontal Fusion Test and Integration (HF T&I) Lab, which became operational in April. In this lab we will evaluate and verify the Horizontal Fusion Portfolio initiatives' baselines, upgrades and their dependencies; integrate the services into the Horizontal Fusion operational architecture; and conduct security and stress testing.

NetCentricity will not be achieved overnight, but SSC Charleston is in the forefront of this transformation.

The lab is used year round as new initiatives become ready for testing, integration and migration onto the Mars Portal. This state-of-the-art facility is located in the Integrated Products Center in SSC Charleston's main engineering center. The 1,700-square foot facility has connectivity to both SIPRNET and NIPRNET (the secure and nonclassified networks).

The lab is in support of the Office of the Secretary of Defense for Networks and Information Integration, Horizontal Fusion Portfolio. SSC Charleston's Rebecca Rowsey, the HF account manager and program manager (Code 0E), and Andrew Mansfield, the HF chief engineer (Code 60E), have key roles in providing enterprise engineering and test and integration services to the Horizontal Fusion Portfolio initiatives.

Demonstration to show deployment of netCentric capabilities

In addition to establishing the lab, SSC Charleston will be a key node for Horizontal Fusion's Quantum Leap-2 capabilities demonstration scheduled for Aug. 11. In the second year of a 5-year program designed to be a catalyst for netCentric transformation, SSC Charleston will again serve as the Joint Task Force headquarters—the hub of activity for the demonstration—as well as being a VIP site. Quantum Leap-2 will showcase 32 initiatives and demonstrate how net-centric capabilities can be effectively deployed to support the warfighter.

Operation of the T&I Lab and support for Quantum Leap-2 is ensured by a dedicated team of highly skilled engineers and integration specialists who are responsible for the testing, integration and demonstration of the net-centric initiatives. Further, they assist in transition of successful initiatives to become operational capabilities.

Establishment of the HF T&I Lab is one of the steps needed to support netCentric transformation. The Aug. 11 Quantum Leap-2 demonstration will provide another opportunity to observe first hand a snapshot of how net-centric capabilities can be leveraged to give our forces the advantage and change the way we fight wars. Net Centricity will not be achieved overnight, but SSC Charleston is in the forefront of this transformation.

Preparing for Quantum Leap-2 are (seated, from left) Dale Messer, Tom Glaab, Joanna Shirey, Rebecca Rowsey and Larry Gale; (standing, from left) Patrick McHale, Roy Maines, Keith Dillingham, Jason Volpi, Carrisa Miller-Smith, Dave Johnson, Scott Oppenlander and Greg Manahan.

You're Never Alone

By Terry Watkins
Business Manager (Code 09A)

"You're never alone." That is our command's pledge to the warfighter. With new and emerging technology at our disposal, we provide C4ISR* solutions that give our military members the ability to communicate with their team. Our solutions to their problems allow them to coordinate their efforts—and sometimes, to save their lives.

But, why are *we*, individually, committed to the warfighter? Why do *we* have a passion to do our best for the GI? Is it the section of the country in which we were born? Is it the schools we attended? Is it the environment in which we were raised? Did our parents instill patriotic concepts in us? Why are we committed to that command pledge?

The type of person each of us is is greatly influenced by our environment and our experiences. As we go through life, the real-life experiences we encounter affect our passions, our values, our abilities and our direction. I know my experiences in the military from January 1965 until October 1968 have significantly affected my life.

One such instance occurred in the spring of 1967. I was an Airman First Class (E-4) stationed at Dover Air Force Base in Delaware. At that time, I was in charge of a small group of airmen who were responsible for performing preventive maintenance on the airborne radar systems of the C-141 StarLifter. Each morning, a C-141 rolled into our hangar for Preventive Maintenance System (PMS) checks. Each shop, including our Radar Systems Shop, had a team to perform PMS on its assigned systems.

This particular morning, we were told to stand by for an LTF aircraft headed our way. An LTF aircraft was a Lead-the-Force aircraft. The Air Force had selected two of the new C-141 aircrafts to fly as often as possible. Their objective was to maximize the flight time of these two aircraft by keeping them flying 18 hours a day. Normally they were on the ground only long enough to unload, load, refuel, change crews and make repairs. Then, they were back in the air. By having extensive flight hours, these two aircraft would provide an example of any long-term problems the C-141 might encounter after flying for many years. To accomplish this goal, an LTF aircraft always received priority maintenance and repair so it could resume flying as soon as possible.

After waiting all day for the LTF aircraft to land, we finally received a call at 9 p.m. that the plane was approaching our airfield. I told my crew to stand-by in the radar shop while I met the aircraft. Depending on the unloading process (especially if armament were present), it might be awhile before we could enter our areas.

I was standing in the hangar when the doors opened and the aircraft rolled in. As the doors to the hangar were being closed, the door to the aircraft came down. I was the first on the aircraft, but I was not ready for what I saw.

The plane was full of coffins. Not pretty, shiny coffins. Just plain pine boxes. They were stacked about five high and six across for the entire length of the aircraft. There were several hundred dead soldiers, sailors, marines and airmen in those boxes. The plane had just arrived from Vietnam.

"When I see our command pledge to our military that 'You're never alone,' I think of those lonely pine boxes on that C-141. I think of those EWOs on that EB-66. I think of the mother of the airman who walked in front of that F-105. If what we do can help save one life, it is worth every bit of the extra effort we expend."

I was dumbfounded—and empty. I felt like my gut had been wrenched out. The sight of those pine boxes has never left me. These guys had given the ultimate sacrifice. How could we ever do anything but our best in supporting our men and women who are in harm's way? After gathering my composure, I called my office to tell our team to wait while they unloaded the plane. I told them I would call them when the plane was empty and we could begin work.

Later that year, I received permanent change of sta-

tion travel orders to transfer me from Dover to Takhli Royal Thai Air Force Base in Southeast Asia. I arrived in Takhli in October 1967 and returned stateside one year later. During that year, there were some good times, and there were some sad times.

Esprit de corps was high at Takhli. Even though we worked 10 to 12-hour days, 6 days a week, everyone was upbeat and trying to do their best. That December, after sleeping outside at the open-air theater all night, I had the privilege of seeing Bob Hope and Raquel Welch on their 1967 Christmas tour.

But, a couple of months later, I also saw an EB-66 crash and burn at the end of the runway just outside our barracks. The EB-66 was a B-66 bomber with the bomb bay removed and replaced with electronic jamming equipment. Four EWOs (electronic warfare officers) sat in the former bomb bay and controlled the jamming equipment. This particular EB-66 had lost an engine on takeoff and was circling the field for an emergency landing. Then, it lost its second engine while approaching the runway. It belly landed and burst into flames. The pilot, co-pilot and navigator (whose cockpits ejected upward) escaped the fire. But the four EWOs (whose seats ejected downward) lost their lives in the flames. As we stood helplessly and watched the flames, we could do nothing but pray for those guys.

About a month later, one of the airmen at our base made a mistake. He walked in front of an F-105 fighter during an engine check. The powerful engine sucked him into it and killed him.

There are so many stories of our men and women in the military who give their lives for our country. When I see our command pledge to our military that "You're never alone," I think of those lonely pine boxes on that C-141. I think of those EWOs on that EB-66. I think of the mother of the airman who walked in front of that F-105. If what we do can help save one life, it is worth every bit of the extra effort we expend.

Our men and women in uniform (and their families) have dedicated their lives to the safety of our country. They definitely are not in the military to get rich. Their lives and the lives of their spouses are difficult, as they face constant threat of separation or relocation that uproots the entire family.

They deserve the best we can do. They need to know that we are behind them and that "You're never alone."

* C4ISR is Command, Control, Computers, Communications, Intelligence, Surveillance and Reconnaissance

Jacksonville Office in... the Everglades?

By Stan Halter

No, the Jacksonville, Fl., office is not moving to the Everglades, but some of its work will be! SSC Charleston's Jacksonville Office (the Joint Warfighter Support Division, Code 59) has been selected by the Army Corps of Engineers, Jacksonville Division, to participate in the multi-agency effort to restore the Everglades.

The Comprehensive Everglades Restoration Plan (CERP) provides a framework and guide to restore, protect and preserve the water resources of central and southern Florida, including the Everglades. It covers 16 counties over an 18,000-square-mile area and includes 1,000 miles of canals, 720 miles of levees and several hundred water control structures. The plan was approved in the Water Resources Development Act of 2000 and includes more than 60 elements, which will take more than 30 years to construct, at an estimated cost of $7.8 billion.

SSC Charleston and the Army Corps of Engineers Jacksonville signed a 5-year support agreement in March 2003 to allow the Army Corps access to the technology and management capabilities of the SPAWAR organization.

Initially, the Jacksonville Office will be working on drafting satellite imagery requirements and developing methods of remotely sensing and collecting bathymetric information (measurement of water depth from various places in a body of water). The office will also review how data being collected is being managed—with the expectation that our participation will result in a streamlined process for tackling the massive amount of scientific data to be collected over the 30-year project life.

Elmar Kurzbach, the Army Corp's Adaptive Assessment Team's tri-chair representative on a committee that includes the South Florida Water Management Group and Miami/Dade County, is ecstatic about having the SPAWAR team onboard. "I have been looking forward to working with SPAWAR. The scope of the restoration

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project is the largest I have ever been involved with and requires scientific and technologic disciplines. We need a partner who can do both."

Dennis Duke started the road to this partnership over 18 months ago. Mr. Duke is the principal on-site manager of CERP for the Army Corps. He saw the advantages of teaming with SPAWAR from the beginning. "CERP involves dozens of commercial firms, universities and other federal agencies. But I saw a real need to bring someone in who can understand the government and work with all the diverse groups involved with CERP. SPAWAR is a logical choice."

Daphne Ross, who leads the local Army Corps Jacksonville coordination effort and was instrumental in getting the support agreement through her chain of command, sees the new partnership as being productive for her as well. "The ability to make one phone call or send one e-mail and be able to bring all of the SPAWAR resources to bear on a new challenge will help us immensely. Now, we will know if we are getting the right price for work and if the proposals will get us the results we need to continue to move forward!"

"The Everglades Project provides unique and highly valuable opportunities for the Navy to broaden and deepen exactly those technologies needed for greater situational awareness. Furthermore, through joint involvement with the Army, we can test interoperability issues for sensors and systems."

The SPAWAR Jacksonville Office is also very excited about the project. David Thomas, head of the Information Technology and Support Branch (Code 597), says, "We don't often get a chance to leverage skill sets that help the warfighter on a project that will improve where we live. I have been fighting my folks back because they all want airboat rides to help count alligators! But seriously, CERP brings together the best expertise in the world. It's the restoration of a biosphere. CERP's successes will undoubtedly become the template for other restoration projects across the globe, and to be a part of such an undertaking, while daunting, is also exhilarating!"

David expects this to become a total SPAWAR effort. "One of the real pluses of this type of project is that we in the Jacksonville Office will be calling on many other SPAWAR codes to assist us, particularly for support of the more esoteric requirements."

Project Ties into C4ISR

For example, Kenneth Bible, director of the Integrated Systems Division (Code 52) and creator of SPAWAR's efforts at supporting the Chief of Naval Operations-sponsored Fleet Environmental Information Management System, outlined how CERP could fit into SPAWAR's C4ISR role. "The Everglades Project provides unique and highly valuable opportunities for the Navy to broaden and deepen exactly those technologies needed for greater situational awareness. Furthermore, through joint involvement with the Army, we can test interoperability issues for sensors and systems."

Ken points out that in pursuing DoD goals to provide environmental feedback to the warfighter, many challenges of data collection (tasking), integration (posting), analysis (processing) and presentation (using) must be met. "While burgeoning new technologies in the commercial sector present huge opportunities for improving situational awareness, and perhaps more importantly situational understanding, many systems are underdeveloped for DoD purposes and have not been proven in a large-scale integrated manner."

The Everglades Project offers the Navy a huge systems engineering, development and testing opportunity for these essential DoD technologies. The variety and vastness of the projects ranging from vegetation cover analysis to land contour and animal tracking tie directly to the same technologies that the DoD needs for its C4ISR systems. Ken added, "Analysis of vegetation can pinpoint camouflaged weapon systems. Land contour is essential information for maneuver, surveillance and reconnaissance. Tracking technologies tie into requirements for more effective systems for such uses as blue force tracking and combat identification."

The relevance to the Navy is implicit in the very nature of the work. By getting in on the ground floor and providing essential services, the Navy will acquire a stable (long term) real-life laboratory to work in. Furthermore, this information will give the Navy a chance to develop mature technologies addressing environmental concerns encroaching on fleet ranges and operational areas, which directly affect readiness. Given the SPAWAR role as C4ISR chief engineer for the Naval services, it only makes sense that SPAWAR should provide these services to the Army while advancing Naval capacity to task, post, process and use data about the environment.

So don't be surprised if someone from Florida calls and asks you to help count 'gators and other creatures! For more information on the effort to restore the Everglades, try www.evergladesplan.org.

Lightning Bolt Team Excellence Awards

(presented April 13)

Naval Tool for Interoperability Risk Assessment Team

"For rapidly developing a Naval tool program that contains an integrated view of requirements, planning, programming, budgeting and acquisition management allowing commanders to facilitate common understanding and effective decision making. This web-based program has significantly improved the multi-billion dollar C5I acquisition process. The SPAWAR team developed a fully TFW-compliant version of the tool program in just 9 months and successfully delivered it to the six main stakeholder groups ahead of schedule with significantly more functionality than originally planned."

Amanda Rogers
Amy Bare
Bill Yeager
Bob Hames
Brian Gager
Charlene Bates
Dawn Lord
Ed McNeil
Eric Young
Greg Hanold
Jasper Lewis
Jay Brown
Jay Williams
Jeff Jancewicz
Jeff Squires
Jim Pearson
Johnnie Brown
Lt. Cdr. Phil Turner
Maria Whiteman
Mike Harrison
Nilsa Gonzalez
Pat Matysek
Paul Mori
Rebecca Hartman
Richard Felsinger
Richard Pyra
Ryan Hauck
Sam Tyson
Steve Blundy
Tim Burris
Tom Wolfrum
Tracey Walton

Adm. Slaght presents the team award to Lt. Cdr. Turner.

Defense Commissary Agency Air Fortress Assessment Team

"For completing the on-site installation of a secure wireless solution at military commissaries around the world within a 6-month timeframe. The team traveled to 183 sites in Europe and in the United States and was in a travel status for approximately 65% of the time for durations of up to 5 weeks. As the work progressed, new taskings were added to incorporate wireless registers and printers and upgraded communications equipment in support of the wireless security solution. Their superb performance resulted in all commissaries worldwide having an in-place operational, secure solution to the wireless 802.11 unsecured broadcast signal issue."

Suzan Vaughan
James Ferguson
Eddie Scott, Jr.
Larry Hughey
Corrine Smith
Jared Judy
Jacquelyn Smith
Donald Luckey
Carolyn Taylor
Elaine McDaniel
Diane White
Peggy Neil
Dennis Houk
Jessica Kiehl
Patricia Dillon
Deborah Sawyer
Terry Keeling
Stephen Wright
Kenneth Edoff
Bazil Duncan III
Shirley Fields
Susan Cullen
John Hatton
David Belcik
Susan Tredway
Donna Reed
Tyrone Carter
Norman Brown

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The NTIRA and FORCENet Assessment teams received Lightning Bolt awards.

SPAWARRIOR of the Quarter

Keith Robertson works in the C4ISR Systems Engineering Branch, Code 572, in Heidelberg, Germany, as team leader for a group that provides information management officer and video-teleconferencing support to the U.S. Army Victory Corps Command Staff (HQ V CORPS).

In late 2002, Keith participated in a military exercise in Kuwait, and in February 2003 he deployed with HQ V CORPS for Operation Iraqi Freedom for over 6 months. Keith was in Iraq when U.S. forces took control of the Baghdad Airport. He served as the information management officer to the V CORPS Command Staff, including the commanding general.

In addition to working many long, demanding hours during operational scenarios, he endured varying living conditions from tents in the sand to houses on palace compounds in central Baghdad. Keith volunteered to stay as long as his services were needed.

Keith has received executive level recognition among the HQ V CORPS leadership, as he directly supports them. His technical expertise, dedication to duty and willingness to endure personal hardship in a very dangerous environment make him an employee who really stands out from the crowd. He has very high standards, promotes a positive image for SPAWAR and serves as a role model for other employees.

Senior Enlisted Leadership Award

ACCS(AW/SW) Kirby L. Johnson

Quantum Leap I Demonstration Team

"For their tireless work to plan, execute and integrate solutions for 13 portfolio initiatives. In just 8 months, the team created and scripted operational scenarios; orchestrated and trained personnel; established, coordinated and engineered the secret network; provided secure wireless communications; established a mock joint task force; and developed a collaboration network for live video displays of the tactical maneuvers. This Horizontal Fusion initiative has brought together agency and service programs and will greatly enhance the effectiveness of the warfighter."

Vicki Alea
Marilene Baker
Bob Ballentine
Charles Bates
Ken Bible
Heather Bryant
Steve Burchette
Don Cloud
Gordon Cheng
T.P. Dong
Will Gex
Roy Maines
Brad Howard
Jeff Keenan
Patrick McHale
Carissa Miller
Gary Musil
Andrew Mansfield
Don Poole
Benny Posadas
Ann Rideout
Matt Rutherford
Ryan Harrington
Phil Sobolewski
James Southhard
Kary Troupe
Al Ware
Dave Wagers
Joy Miller
David Cassidy
Kathy Sorenson
Sherrel Lawson
Robert Varnes
Greg Monahan
Dale Messer
Edward Jenkins
George Ann Scott
Brett Scharringhausen
Renee Emerson
Michelle Jordan
Anna Ward
Arnie Rausch
Jeff Jancewicz
Dion Martin
Dave Johnson
LaDonna Pate
Richard Daeler-Wilking
Toni Harris
Keith Dillingham
Vince Van Houten

The demonstration team gathers with James Ward and Capt. Pope to receive their plaque.

Commercial Activities Studies Completed

By Diane Owens
Strategic Planning Office (Code 0D-DO(ATG))

SSC Charleston recently completed its first commercial activities (CA) studies. CA is a government term used to identify a function that is performed by government employees that could be accomplished by the private sector or other government activities.

Four multi-function CA studies were conducted under strict Office of Management and Budget (OMB) guidelines. The objective of all CA studies is to provide the most cost-effective services to the nation's taxpayers.

Three of the four studies indicated the functions should continue to be performed by SSC Charleston employees. In the other study, the work was transferred to a contractor-operated Navy activity in Georgia. No SSC Charleston employees were adversely affected by these studies.

Staff members were recognized for their CA efforts and received the *You Made a Difference* award at the executive council meeting on March 29. Awards were presented to James Tate, Nick Barrett, Danny Dotter, Bob Peterson, Calvin Howard and Donna Murphy.

Upgraded Search and Rescue System Yields Medals from Poland

By Erwin Oeller (HTSI)

The C4ISR Platform Acquisition and Integration Branch (Code 09C12, formerly Code 33) recently designed and installed an upgraded nationwide search and rescue (SAR) voice communication system (VCS) for the Republic of Poland's Air and Air Defense Forces (PAADF). Branch Head Dan Kilcoyne participated in the ribbon cutting ceremony for the upgraded system in Warsaw on Feb. 6.

This effort was a follow-on task requested by the PAADF after Code 09C12, using Honeywell Technology Solutions Inc. (HTSI) in support of the SPAWAR PEO C4I International Programs Office, completed the original design, integration and installation of the PAADF SAR system on Sept. 11, 2001.

The present effort involved additional design, integration and installation tasks at 22 remote radio sites throughout Poland and at the HTSI-installed PAADF Aeronautical Rescue Coordination Center (ARCC) located in Warsaw.

From the ARCC, operators now can access telephone lines and control UHF/VHF radio assets located countrywide via reconfigurable touchpads to coordinate SAR operations with aircraft, ground forces and neighboring nations.

The SAR communications system has been in operation by the PAADF since Sept. 11. Its most notable use was in January 2004 involving the rescue of the Polish prime minister after the crash of his aircraft.

At the ribbon cutting ceremony Dan Kilcoyne, Eduardo (Skip) Calimlin (SPAWAR PEO C4I International Programs Office) and HTSI employees Erwin Oeller, Carlos Young and Don Milliken were awarded, by special proclamation, Medals of the Polish Ministry of National Defense by Brig. Gen. Andrezej Pietrzyk. Dan stated that the five special recognition awards reflect the efforts of all of the SPAWAR Headquarters, SSC Charleston and HTSI personnel involved in the project.

Reorganization Brings Order to Tidewater

By Diane Owens
Strategic Planning Office (Code 0D-DO(ATG))

What is the new Tidewater C4ISR Department (Code 80)? And what happened to the Surveillance and Systems Engineering Department (Code 30)?

The Tidewater, Va., area is the major concentration of the East Coast fleet and the home of Commander, Fleet Forces Command, Naval Network Warfare Command (NETWARCOM) and many joint customers, including the Joint Forces Command. SSC Charleston previously had 400 employees from four different departments as well as 18 remote branch heads located throughout its 45 locations in Tidewater. As a result, sponsors and potential joint customers perceived us as a disjointed organization.

Code 80… was established to include everyone in the Tidewater technical codes. This creates one cohesive department to integrate the formerly fragmented groups and provides a single command leader in the Tidewater area.

It was, therefore, essential that we streamline and unify our operations there because of the presence of the fleet and proximity to major sponsors.

A new department, Code 80, was established to include everyone in the Tidewater technical codes. This creates one cohesive department to integrate the formerly fragmented groups and provides a single command leader in the Tidewater area. All Tidewater employees report to Jennifer Watson.

Ms. Watson's goal is to plan an organizational strategy to better serve our customers. The focus will be directed in three areas: fleet installations and repairs, organizational visibility in Tidewater (which can flow back to Charleston) and working with the Joint Forces Command. This plan is not intended to duplicate Charleston's capabilities, but will allow easier interaction with customers, resulting in work distribution to Charleston and other sites to use all our assets to support the sponsors.

The front office for SSC Charleston in Tidewater will be relocated to Little Creek, close to NETWARCOM, Fleet Forces Command N6 and the airport. Kathy Hahn and Will Gex serve as liaison officials in Charleston for Code 80.

Ms. Watson originally was selected as department head for Code 30 and received transfer papers to move to Charleston prior to this reorganization. Because this action left Code 30 with no department head in Charleston, the department was disbanded and the employees were integrated into other technical departments in Charleston and Florida. This merger allows use of existing management structure.

The charts show how codes have been realigned.

Code Realignment Charleston and Florida

Before	After
31	66
321	6291*
322	6292*
323	725
324	635 and 636
32T, 32J, 33J	59
331	85
All other 33	09C
34	84
36	67

** Because only four digits are available for code numbers, Code 6291 represents the 10th branch in Division 62 and 6292 represents the 11th branch.*

Code Realignment Tidewater

Before	After
331	85
31	84
55	83
618	855
644	836
646	853
647	854
All other 64	81

ATS Supports Medical Evacuation from McMurdo Station Antarctica

By Dave Ferguson
ATS Operational and Maintenance Branch
(Code 671)

As we in Charleston are enjoying the summer weather here, some of our fellow SPAWAR employees are just now returning from the summer in Antarctica. They have been deployed for as long as 6 months in support of the National Science Foundation (NSF) and the United States Antarctic Program (USAP).

Personnel from various branches of the ATS and Engineering Division (Code 67) are returning from the "Ice" after completing another successful and record-setting season. These dedicated SSC Charleston professionals have been away from their families working in Antarctica—the highest, driest, coldest, most inhospitable continent in the world.

This year their efforts were noteworthy in supporting over 14,000 flight operations, all ship operations and other USAP initiatives. Their hard work and dedication were instrumental in the overall success of the NSF and USAP.

The ATS Systems Engineering Branch (Code 672) installed the latest generation of automated weather stations, Automatic Meteorological Station AN/FMQ-19—formerly the OS-21—at the South Pole. Two units are now operational, providing scientific weather collection and airfield operational support.

(above) It's a long trip from Antarctica aboard a C-141.

(right) A Military Sealift Command vessel resupplies McMurdo Station once a year.

Preparations made for the summer season

The Antarctic austral summer operating season stretches from October through February, with the winter season filling in the remainder of the year. In late August of 2003 18 people from the ATS Operational and Maintenance Branch (Code 671) deployed to the McMurdo Station in Antarctica during a period referred to as Winter Fly-in (WINFLY) to assist the five personnel who were completing the winter-over season. Those five employees had been isolated at McMurdo from the time the last aircraft left in February 2003 until the WINFLY flights in August. The Antarctic experiences total darkness from approximately April through August each year.

The additional personnel were the winter-over relief and assisted in preparing for the austral summer season operations that began in October.

During the short WINFLY period the annual sea ice airfield was constructed to support operations of C-17, C-141, C-130, LC-130, L-100 and DHC-6 aircraft.

While the airfield construction was ongoing, Code 671 GEM personnel were busy deploying the FPN-36 radar system, ATC tower, TACAN and weather sensors located on the airfield.

The ATC and MET groups were also very busy during WINFLY. MET was training new personnel and science groups that deploy to field camps. ATC began development of the more than 50 terminal instrument procedures to be used by aircraft at the South Pole Station, as well as the airfields located in McMurdo.

MEDEVAC spurs collaboration

During WINFLY while the preparation for the start of Mainbody (the austral summer period when a majority of science and operational support occurs) was ongoing, a medical evacuation (MEDEVAC) situation developed at the South Pole.

GEM quickly moved to stand up the emergent navigational aids while MET promptly commenced full operational services. MET personnel at the McMurdo Station working with MET personnel at SSC Charleston provided weather forecasts for the South Pole and McMurdo Station in coordination with the British Antarctic Survey in the Falkland Islands, the National Center for Atmospheric Research, Ohio State University and the University of Wisconsin. This extensive collaborative effort was undertaken to ensure the best possible information was available to develop forecasts for the MEDEVAC mission.

The MEDEVAC aircraft entered the Antarctic continent from Punta Arenas, Chile, and faced a 10-hour flight from Rothera Station to the South Pole. In the meantime ATC was standing by in case the MEDEVAC flight was directed to McMurdo, the alternate airfield for the MEDEVAC, in lieu of returning to Rothera. The MEDEVAC was successful and the patient was returned to the U.S.

As always in such an extreme environment, weather is a major determining factor when conducting operations.

Other support provided to NSF and USAP

The MET offices provided support not only for the MEDEVAC but also for all USAP operations, including flight operations, ship operations, and overland (traverse) operations. MET also provided up-to-date forecasts for remote field camps, some located as far away as 1,300 nautical miles from McMurdo.

In support of the MET and ATC groups, GEM deployed and maintained 15 automated weather stations that were located at various locations on the Ross Sea permanent ice shelf.

Additionally, GEM installed and maintained various navigational aids (NAVAIDS) at four different airfields. These NAVAIDS consisted of two precision approach radar systems and a mobile microwave landing system (MMLS). GEM also maintained the communications equipment in the ATC towers, the Air Route Traffic Control Center, as well as operational weather equipment at the South Pole and McMurdo weather offices.

ATC coordinated successful Federal Aviation Administration (FAA) flight inspections for all McMurdo Station airfields and the South Pole. These flight inspections included three TACANs, two precision approach radar (PAR) units, an MMLS and global positioning system procedures. This season marked the first successful FAA flight check in Antarctica of the MMLS.

SPAWAR ATS deployed more than 90 personnel to the Antarctic during this latest season. We welcome all of our

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An LC-130 makes an MMLS approach.

What does the Aviation Technical Services (ATS) and Engineering Division (Code 67) do?

The division provides program management, operational air traffic control (ATC), meteorological (MET) and ground electronic maintenance (GEM) services in support of the National Science Foundation (NSF) and the United States Antarctic Program (USAP).

The Antarctic Program Office (APO), staffed in Code 67, serves as account manager for the NSF and is the single point of contact for the NSF on all SPAWAR-provided services.

Code 67 and the APO are designated the executive agent for ATC, communications and MET to the NSF.

"Ice" people home and thank them for another sterling example of "Pride and Professionalism" for their performance and accomplishments this season.

A couple of locals check out the MMLS installation. Everything was found to be "cool" with them.

Remembrance of Tom Linder

April 10 marked the tenth anniversary of the tragic death of a young project engineer from SSC Charleston, Rendall Thomas (Tom) Linder. Tom began his career at NAVELEX Charleston (which became NISE East and then SSC Charleston) as a co-op student in 1987. After graduating from Clemson University in 1989 he became an electronics engineer with the command. Tom was on assignment in Puerto Rico when he was killed.

The Linder Training Room in the Engineering Center (bldg. 3147) in Charleston is named in his honor. Tom still is sadly missed and remembered fondly by his family, friends and fellow employees.

Slaght visits Charleston

By Marsha Hassell
Public Affairs Officer (Code 0B1)

Rear Adm. Kenneth Slaght, commander SPAWAR, spoke to the senior leadership of SSC Charleston during his visit on April 22. He re-enforced the Chief of Naval Operations' goals to recapitalize Navy infrastructure and encouraged them to continue finding ways to help the Navy achieve its goal of a smaller, more technologically advanced organization. He then commended Charleston for the quality of its work and spoke again of Vice Adm. William Fallon's (commander, U.S. Fleet Forces Command) praise of the initiatives being undertaken here.

Adm. Slaght received the latest command overview and updates on such projects as FORCENet, Horizontal Fusion and the Virtual SYSCOM.

In conjunction with his visit to SSC Charleston Adm. Slaght was the keynote luncheon speaker during the National Defense Industry Association's conference "Enabling Technologies for New Joint Warfighting Capabilities."

He also was interviewed by local *Post and Courier* military reporter Terry Joyce. The article appeared in the April 23 edition.

Capt. John Pope welcomes Adm. Kenneth Slaght to SSC Charleston.

Charleston Transformation

By Marsha Hassell
Public Affairs Officer (Code 0B1)

"For a change… let's do things differently"

When I first heard the word "transformation," I also began hearing words and phrases such as alignment, jointness, power to the edge, creating dependencies, shadow organizations, workforce optimization, net-centric organization and creating nodes on the network. While at that time I did not fully understand the meaning or context of some of this new vocabulary, the one thing I did understand was the term "change."

After listening intently at many meetings and discussions, I discovered the concept has its origins in Secretary of Defense Donald Rumsfeld's vision for the military and the current emphasis on "jointness," that is, working seamlessly across the services in a coordinated fashion.

First of all, I learned that "transformation" *is not* some program or process with steps, timetables and reporting requirements. Transformation is about seriously considering what we do and how it supports the warfighter—and then making any changes necessary to be more effective.

Each of us should consider the questions listed below. Don't look for any posters, any directives, any data calls or metrics to measure or make sure we are engaged in "transformation."

Do look at how and why you are doing a particular thing or delivering a particular product or service. Be sure to equip and re-equip yourself and most importantly, *stay relevant to the warfighter*. In doing so you probably will find you'll have to think and do things a little bit differently.

For more information on transformation and Secretary Rumsfeld's charge to the services to change and become a more responsive and agile fighting force, visit www.defenselink.mil/specials/transform/archive.html.

Ask yourself:

- **How do my duties and responsibilities positively contribute to the effectiveness of the warfighter?**
- **What have I been doing that has no value added for the warfighter? Have I stopped doing that?**
- **Have I been doing things that are done elsewhere within the organization? If so, have I divested myself of those duties and made sure they are being done elsewhere?**
- **What should I be doing more of in support of the warfighter, and why am I not doing it?**
- **Should I be teaming with or talking to others who may or may not be in my field in an effort to enhance the product or services delivered to the fleet?**
- **What are my bottlenecks, and what have I done to address them?**
- **What courses or classes have I taken or should take in anticipation of the needs of the fleet and the organization?**
- **How are my working relationships within my code? Across SSC Charleston and the corporation? Am I staying informed? Am I keeping others informed?**
- **How am I using the resources in my charge? Am I managing them efficiently? Have I pursued getting what I need to do my job?**
- **Am I sharing resources? If not, have I thought about it and approached the appropriate people?**
- **How do I make decisions regarding what needs to be done? Have I assumed all of the authority I've been given or do I need more? Have I discussed this with my colleagues and supervisor?**
- **Am I of the mindset to embrace change and find ways to facilitate it? Am I flexible—and like the warfighter—"prepared and ready for the unexpected"?**

Logistics Team Never Says 'No'

By Holly Thomas
Logistics Support Branch (Code 625)

A logistics team recently went to Kuwait to field and install Blue Force Tracker (BFT) systems for the Marine Corps Systems Command. The team, led by Holly Thomas, fondly refers to itself as BFT Forward and has a motto of *Never Say No*. It is from the Engineering Service Division's Logistics Support Branch (Code 625).

Work on this project began in 2003 when Holly and Bob Cornelius, logistics technician with Eagan, McAllister Associates, Inc. (EMA), went to Kuwait to oversee the installation of new systems. They won the Marine Corps Systems Command's respect along with the total tasking of logistics management and installation.

This year, the team added five members and the task of program support, as well as almost every element of logistics to include supply support, facilities, maintenance, installation, technical data, training support and design interface.

The Code 625 team overcame adversities such as very cold to very hot weather, sand storms, 19-hour days, field showers, long lines for chow hall food and berthing in tents with up to 60 snoring Marines to accomplish a mission that usually changed on a daily basis. BFT Forward did not merely accomplish the mission: They totally surpassed the expectations of the Project Office by installing and conducting operational checks on almost 20% more systems than they thought possible.

The team "never said no" to a Marine in need. They were always willing to drop what they were doing to send a contact team to units that had systems down. Sometimes that meant missing chow or getting short sleep time, but that didn't matter. They had one goal in mind and that was to install, op check and get as many systems as possible in working order for the Marines. Often times that meant using "selective interchange" in order to get more systems up. They picked systems apart like a hungry man eating a chicken leg for parts to get systems into full operational condition.

Database to streamline inventory

In order to keep better accountability records and reduce time and staffing, the team is working on a database that will replace three separate spreadsheets that had to be maintained plus automate their inventory and equipment custody paperwork. They proved the concept while still in country and will go back in June with a system that includes the database on a laptop and will use PDAs to input serial numbers out on the install line. Once the serial numbers are input, the PDA will "beam" the file to the laptop and then will be able to print out the inventory sheet and update the database at the same time. This process will increase productivity significantly and decrease many errors.

BFT Forward did not merely accomplish the mission: They totally surpassed the expectations of the Project Office by installing and conducting operational checks on almost 20% more systems than they thought possible.

The Never Say No team is (front row, from left) Daniel Kohl, Dairen Mucha, Jason Pagliaro; (second row) Cory Powell, James 'Mike' Shuler, Bob Cornelius, Maj. Eric Peck (MARCORSYSCOM team leader); (third row) Holly Thomas.

Logistics team continued...

The commanding general of I Marine Expeditionary Force (Forward) wrote a letter of appreciation for this effort that listed SSC Charleston employees and contractors Holly Thomas, Robert Cornelius, James Shuler, Dairen Mucha, Jason Pagliaro, Daniel Kohl, Cory Powell and Ed Stovall.

Team Leader Holly Thomas says, "I too would like to acknowledge the SPAWARSYSCEN Charleston team that supported this effort prior to our departure and during our mission. The folks identified on the list get the glory of being mentioned. But, truth be told, we couldn't have accomplished what we did without the support of individuals that assisted in coordinating deployment requirements, procurements, material handling, shipping and receiving, projects who loaned us tools and containers, and picked up the slack while we all frolicked in the desert sun and ate gourmet meals.

"If I tried to list every single person, I know I would miss someone. My accolades and sincere appreciation go to all of the USMC Logistics team. Each team member provided support in one way or another and deserve our sincerest appreciation."

Wallace Gets Medal

Richard Wallace (left) received a Meritorious Service Medal (2nd award) from Rear Adm. Mark Hazara of NAVAIR on March 20. As a captain in the Naval Reserves, Richard served as commanding officer of NAVAIR Program Directorate Unit 0266 from October 2002 to July 2003. In June, as a rear admiral (select) he will relieve Adm. Hazara as deputy vice commander of NAVAIR and director, Reserve Program 25. Richard is in the SSC Charleston Tampa Office supporting the U.S. Special Forces Command.

Principles of Ethical Conduct for Government Officials and Employees (The U.S. Executive Branch Code of Ethics)

(1) Public service is a public trust, requiring employees to place loyalty to the Constitution, the laws and ethical principles above private gain.

(2) Employees shall not hold financial interests that conflict with the conscientious performance of duty.

(3) Employees shall not engage in financial transactions using nonpublic Government information or allow the improper use of such information to further any private interest.

(4) An employee shall not, except as permitted by subpart B of this part, solicit or accept any gift or other item of monetary value from any person or entity seeking official action from, doing business with, or conducting activities regulated by the employee's agency, or whose interests may be substantially affected by the performance or nonperformance of the employee's duties.

(5) Employees shall put forth honest effort in the performance of their duties.

(6) Employees shall not knowingly make unauthorized commitments or promises of any kind purporting to bind the Government.

(7) Employees shall not use public office for private gain.

(8) Employees shall act impartially and not give preferential treatment to any private organization or individual.

(9) Employees shall protect and conserve Federal property and shall not use it for other than authorized activities.

(10) Employees shall not engage in outside employment or activities, including seeking or negotiating for employment, that conflict with official Government duties and responsibilities.

(11) Employees shall disclose waste, fraud, abuse, and corruption to appropriate authorities.

(12) Employees shall satisfy in good faith their obligations as citizens, including all just financial obligations, especially those—such as Federal, State, or local taxes—that are imposed by law.

(13) Employees shall adhere to all laws and regulations that provide equal opportunity for all Americans regardless of race, color, religion, sex, national origin, age, or handicap.

(14) Employees shall endeavor to avoid any actions creating the appearance that they are violating the law or the ethical standards set forth in this part. Whether particular circumstances create an appearance that the law or these standards have been violated shall be determined from the perspective of a reasonable person with knowledge of the relevant facts.

Engineers Make Huge Advances Possible

By Diane Owens
Strategic Planning Office
(Code 0D-DO(ATG))

Norris Mitchell and Capt. Pope consider how ideas turn into reality.

Have you ever considered how engineers are involved in everything in life—from the car you drive to the house where you live? And that they've played critical roles in designing and creating wonders of the world like the Great Wall, the pyramids and space flight?

Makes you proud to be an engineer, doesn't it?

Capt. John Pope made the official SSC Charleston proclamation of National Engineering Week in a ceremony held in the atrium of the Engineering Center on Feb. 24. Awareness of and appreciation for the contributions of engineers are primary goals for this national event.

Capt. Pope explained that SSC Charleston's motto—"the warfighter is never alone"—is embodied by our engineers enabling warfighters both to communicate with family and obtain tactical information in the field. He stated, "I can't think of a better thing to do. I'm impressed with our engineers' ability to understand the warfighter's needs and get the solutions out there."

Francis Alston, deputy director for Transformation (Code 09T), also spoke. He commented on the technological changes in engineering he's seen during his career, saying, "When I got out of college, I had an analog computer with vacuum tubes. Now, my pager has greater capabilities." He closed by stating three facts about SSC Charleston engineers:

- Engineers' contributions to the world have been significant.
- Our engineers realize their success involves a team effort with others, such as employees in Finance, Contracting and various support areas.
- Activities our engineers conduct to encourage local young people to enter the engineering field are critically important to develop the next generation of engineers.

In addition to performing their job, SSC Charleston's engineers give freely of their time to volunteer in the community. Some of the programs that our volunteers participate in include the Lunch Buddy program, science fair judging, essay contest judging, job shadow day, career fairs and the mentoring program.

A Volunteer Appreciation Day celebration was held in Charleston during National Volunteer Week in mid-April to recognize and thank employee volunteers for their efforts.

Best Wishes to Our Latest Retirees…

John Cutrell, May 1978–February 2004

Jill Embody, April 1970–May 2004

James Fralix, June 1969–April 2004

Diane Hurley, October 1989–February 2004

William O'Briant, March 1999–May 2004 plus 20 years of military service

John Rabens, October 1970–April 2004

Richard Sharp, September 1977–March 2004

Elmer Wyatt, Jr., October 1975–May 2004

Program Manager for GBS Visits

By Pat Ward
Commercial SATCOM Branch (Code 544)

Charles Ledwin, program manager for the Navy Global Broadcast Service (GBS) at PEO C4I and Space Navy SATCOM, visited SSC Charleston to discuss future requirements of GBS. During his tour of the East Coast GBS Lab four GBS variants were demonstrated: the Shipboard Receive Suite, Sub-surface Receive Suite, Transportable Ground Receive Suite and 88XR GBS systems.

The Commercial Satellite Communications (SATCOM) Branch (Code 544) hosted Mr. Ledwin on March 29 and 30.

"Joe Tolley and Pat Ward are doing an outstanding job in making sure our East Coast Navy ships are fully supported by SSC Charleston and up to date with the latest Joint Requirements," said Mr. Ledwin. "The Navy GBS program is transitioning from ATM [asynchronous transfer mode] to Internet protocol in fiscal year 2005, and SSC Charleston will be playing an important role in ensuring the success of this transition."

GBS is a high-speed data and imagery system that transmits up to 30 megabits of live video and intelligence information to the warfighter. It has been a major contributor to the success of Navy Special Warfare Group operations during Iraqi Freedom and Afghanistan operations.

Showing southern hospitality to Charles Ledwin, the GBS program manager (second from right) are (from left) Eleanor Johnson, Pat Ward, John Sellberg, Amy Tosh, Kevin Nunn, Charlie Adams, Angel Ramirez, Victoria Schaefer, (Mr. Ledwin) and Joe Tolley.

Silvers receives Meritorious Civilian Service Award

By Mary Olmstead
Chief of Staff Office (Code 0A-MO(ATG))

Lynda Silvers (retired *Chronicle* editor) was awarded the Navy Meritorious Civilian Service Award at her retirement party on Feb. 27. Lynda's contributions to the Navy and to this command have had far-reaching effects as her work produced marketing brochures and a news magazine regaling SSC Charleston's successes and relaying information about our professional capabilities.

Lynda Silvers receives the medal and certificate from Bob Kappler for her Meritorious Civilian Service Award.

The citation said, "...Your humanity, compassion, and dedication to your country and coworkers are traits for others to emulate. Through your tenaciousness and ability to write and publish the SPAWARSYSCEN Charleston story, the command's public image is a very favorable one. The command brochures you have produced over the years have presented our capabilities to Navy and other Government sponsors in a very positive manner and have been instrumental in developing new business. Your dedication will be remembered by all who know you. Your ethical principles, personal commitment, and technical expertise have rendered great value to this command and the United States Navy."

Got Risks? *Learn How to Manage Them*

By Al Ware
Integrated Logistics Support Management Branch (Code 711)

In the past, projects or programs generally weren't managed the same way. Understandably, these ad hoc processes often resulted in confusion. SSC Charleston has chosen the processes and tools for managing risk as a priority to tackle.

Risk management, in simple terms, is planning as a team how you can best reduce or eliminate the potential for a problem. Fortunately, the command already has Code 70's Risk Management Advisory Group (RMAG).

A senior risk manager has led the advisory group since 1999, and the current group includes two government personnel and three contractors. The Office of Secretary of Defense (OSD) and the U.S. Marine Corps Command, Quantico have been funding the RMAG for risk management (RSKM) support since 2001. In addition, a generic RSKM plan and a web site have been posted on CorpWeb for several years.

Risk Management Central

The Code 70 RMAG has become "Risk Management Central" as program managers at SSC San Diego often request guidance on tools and processes from this group. Since its inception, the RMAG has been supporting an average of eight projects each year. This level of use allowed for the development of SPAWAR-specific, practical risk management processes and tools. New SPAWAR-specific processes also are being leveraged from the U.S. Air Force, U.S. Army and NAVSEA.

In addition to providing guidance and tools, the RMAG developed a web-friendly version of a risk database, SPAWAR Web Accessible Risk Management (SWARM). This tool primarily has been used to prioritize, track and manage project risks for programs and projects with widely scattered team members, such as the OSD-sponsored Horizontal Fusion project. RMAG customers previously were limited to the freeware database "Risk Radar."

Risk management part of wider effort

The Capability Maturity Model Integrator (CMMI) is a tool for developing standard processes that will eliminate inconsistencies and bring about product improvement. CMMI was created by the Software Engineering Institute in 1991 and is designed to bring organizations from ad hoc processes to planned and controlled processes. It is part of the DoD-mandated use of standard processes.

Organizations can be certified at CMMI levels (known as maturity levels) 1 through 5 by meeting specific requirements.

SSC Charleston's goal is to be certified at level 3.

Risk management, in simple terms, is planning as a team how you can best reduce or eliminate the potential for a problem.

The command is working on elements at levels 1, 2 and 3 simultaneously. It will be certified as level 2 compliant (which involves managing processes) in about a year and expects the next level (which involves defining processes) the next year. A library of documents is being developed including process manuals, templates and sample documents, and standard operating procedures.

The RMAG is a level 3 element—risk management process and tools. It is preparing to shift into the next higher gear.

Risk management used in acquisition process

DoD Directive 5000.1 calls for mandatory performance of technical risk assessment and management support for all acquisition programs before each major milestone decision. To comply with this directive, the RMAG is seeking and modifying tools to perform technical risk assessment during pre-solicitation and during source selection team evaluation. It also will perform post-award audits of selected RSKM processes and tools quarterly during the year after contract award.

The first major program to use this new SPAWAR RSKM tool will be the Airborne/Maritime Fixed Joint Tactical Radio System, with risk management support provided by the Satellite Systems Division (Code 54) and the Integrated Logistics Support Management Branch (Code 711).

Tools, risk managers and buy-in needed

Although a growing number of codes and projects at SSC Charleston are striving to comply with the 5000.1 directive, there are few fully qualified risk managers. The RMAG is anticipating future support requirements and working to expand risk management training in Charleston.

To achieve full compliance with May 2003 directives, our RSKM toolbox needs more tools and more buy-in from all levels of management. Therefore, the RMAG has accelerated its efforts to bring RSKM awareness to managers at the SPAWAR centers on both coasts. For example, RMAG members will brief on *Risk Management Part 3: Processes and Tools* at an upcoming weekly meeting.

Code 70 stands ready to help by combining effective tools, a proven staff and increased training.

(from left) Al Ware (Code 711), John Aller (AT&T) and Esther Palmer (AT&T) are members of the RMAG.

Competition Helps Students Prepare for Future

By Katrina Hardy-Pace
Knowledge Delivery Branch (Code 812)

Empowering Today's Youth to Meet Tomorrow's Dreams

Sounds like a worthy effort, and a worthy theme for the Norfolk Blacks in Government (BIG) Chapter's Information Superhighway Student Competition. Katrina Hardy-Pace (Code 812), Susan Cullen (Code 814), Claire Gonzales (Code 812) and Lothrop Richards (Code 814) provided their expertise and support to the program held March 9 at the Norfolk Naval Station.

As chair of the event, Katrina mentored the students as they designed their web sites for the competition. The chapter requested judges knowledgeable in the information technology (IT) field of web design, so the other three SSC Charleston employees accepted the task of evaluating the students' sites.

The topic given to the students for the site design was "Obtaining Skills and Training to Compete in the Global Economy." Contestants were scored in the categories of Demonstration of Expertise, Creativity, Narrative of Pages Creation, Usefulness of Project After Completion and Presentation of Web Site.

Arthur McDonald, a senior at Landstown High School, placed first in the competition; Joanne Fulinara, a junior at Lake Taylor High School, placed second; and Steven Morrison, a senior at Landstown High School, placed third. Arthur, the first place winner, continued on and won the regional competition in Richmond on April 24, allowing him to advance to the national competition to be held in Washington, D.C., on Aug. 20.

Students and judges all benefited from participation in the web site competition. From left are Susan Cullen, first place winner Arthur McDonald, Cathie Urban, second place winner Joanne Fulinara, Claire Gonzales and Lothrop Richards.

The students willingly accepted pointers, tips and criticism during the design of their sites and showed great enthusiasm and eagerness to display their skills and talents. Katrina informed the students, "You all did an outstanding job and there are no losers in this competition. Those of us working in the IT field already are anxiously looking forward to you joining us and bringing these skills you have displayed here this evening into the workforce."

'Don't *Just* Give Me Readiness'

By Marsha Hassell
Public Affairs Officer (Code 0B1)

On March 24 Vice Adm. William J. Fallon, U.S. Navy Commander, U.S. Fleet Forces Command, provided a packed audience at SSC Charleston much insight into where the Navy and its leadership are headed.

"Maybe I don't need all of that readiness…. Just give me what I need, when I need it," said Adm. Fallon. These comments reflect the shift in philosophy away from "give me readiness, let the costs take care of themselves" toward "give me only the readiness that I need, when I need it and at a cost I can understand and that's appropriate." So, what's needed and what are the appropriate costs?

"If it's proprietary and not web-based… it (data) won't be easily accessible to the warfighter," said Adm. Fallon. He explained that the challenges being faced by today's warfighter are significantly different from yesterday and that systems and equipment introduced to the fleet must be needed, relevant and the "right solution."

> *"Give me only the readiness that I need, when I need it and at a cost I can understand and that's appropriate."*

"We've got to ask the right kind of questions and we need help doing this as an institution," Adm. Fallon went on to say. He challenged SSC Charleston to ask the right questions and focus on the products being installed and delivered to the fleet. "The focus needs to be on the *product*, not the process…. You've got to have a deliverable," he said.

He further explained that the culture and behavior of the Navy—particularly uniformed personnel—is conservative and averse to taking risks, which makes the changes sweeping the Pentagon that much more difficult.

"We must assume risks at each level and uniformed personnel are risk aversed…. We must change that behavior," said Adm. Fallon. He explained that taking risks is necessary when seeking the right solutions for today's readiness and that readiness does not mean at any costs, but rather the right kind of readiness when it is needed. He told the audience that we, the Navy, must have a new mindset and that we must assume more risks if we are to achieve what he termed "effective readiness."

Regarding the Chief of Naval Operation's interests, he had this to say, "The CNO wants to use any cost savings to replace hardware and improve infrastructure… and is looking at giving the commands something tangible in return… perhaps giving a percentage of the saving back to the commands."

And, what of the admiral's assessment of SSC Charleston and our role in today's Navy? He praised our focus on the warfighter, our contribution to current readiness, our business processes and our efforts at revitalizing our workforce, particularly the emphasis on training and performance assessment. He was particularly pleased with the attention SSC Charleston is giving to changing the culture of its organization. "We are trying to change behaviors in the fleet. Previously, we handed them (the fleet) a mission with resources hoping that they would deliver something… readiness, hopefully," said Adm. Fallon.

"Ask additional questions, what is it that we are delivering, installing…. Is it needed and relevant and what does it cost? What kind of legacy system will remain when a system is installed?" he said.

He thanked James Ward for what he termed "a good pitch" and indicated that he was well pleased with what he heard and saw at SSC Charleston.

(from left) Adm. William Fallon, commander, U.S. Fleet Forces Command; Cdr. William Graham, deputy of Code 80; and James Ward, executive director meet in front of the Engineering Center.

Center to Process Medical Lessons Learned

By Debbie Moore
Support Services Division, Pensacola (Code 0AP)

SSC Charleston's Pensacola Office was the setting April 14 for the ribbon cutting ceremony and dedication of the Naval Operational Medicine Institute (NOMI) Medical Lessons Learned Center. The honors were performed by Surgeon General of the Navy Vice Adm. Michael L. Cowan and NOMI Commanding Officer Capt. Douglas H. Freer.

Charlie Adams (head of the Communication Systems Department, Code 50) and Jack Danley (director of the Communications and Information Systems Division, Code 56) were on hand to congratulate NOMI and the Information Systems and Computer Technology Branch (Code 564) on their milestone accomplishment.

Code 564, headed by Don Greer, was selected by NOMI to lead the development of a dedicated Naval Operational Medical Lessons Learned Center (NOMLLC) that progressed from concept to reality in June 2003. The web-based system increases the capture of information, observations and issues from naval medical personnel in the operational forces to augment the collection of lessons learned in the official service-owned program.

NOMI commanding officer Capt. Douglas Freer and Surgeon General of the Navy Adm. Michael Cowan cut the ribbon on the NOMLLC.

The NOMLLC has been accepted by the Navy as a satellite of the official Navy Lessons Learned System (NLLS). Based on recent experience in operational medicine, NOMI recognized that Fleet and Fleet Marine Force medical lessons learned submitted to the NLLS and the parallel Marine Corps Lessons Learned System (MCLLS) were difficult to separate from larger warfighter issues. Medical lessons learned frequently became lessons lost.

The concept of creating a lessons learned system specific to health service support while sustaining NLLS and MCLLS was proposed and accepted by the Surgeon General of the Navy. Chief, Bureau of Medicine and Surgery designated NOMI as the central repository for Navy medical lessons learned in April 2003.

The web-based system increases the capture of information, observations and issues from naval medical personnel in the operational forces to augment the collection of lessons learned….

The success of efforts to protect the force's health requires constant feedback from the operational forces in order to identify threats and issues faced by deployed forces and to evaluate the effectiveness of current in-place efforts and countermeasures. The collection, collation, trend tracking and recognition of issues, problems, recommendations and potential solutions are now being captured for Naval Medicine by the NOMLLC.

To enhance access to the NOMLLC system and provide a worldwide forum for designated subject matter experts to review and validate submitted observations, a specific Navy Knowledge Online portal was opened last winter.

The Code 564 NOMLLC team members are Technical Specialists Joe Beck, Noelle Lohse-Salyers and Matt Matzer, and Larry Retz and Scott Wright of CSC.

eBusiness Pilot Saves Time and Effort on Maintenance

By Bill Sax
Software Engineering and Local Systems Support Branch (Code 595)

ePMS, which provides on-line tools for supporting the Navy's planned maintenance system (PMS), is a pilot project of the DoN eBusiness Operations Office. It is also an award-winning project, earning the PMS Management Information System (PMS MIS) team a handsome plaque. The award was presented by NAVSEA's Phil Hans (Code 04M11) and accepted for the PMS MIS team by Code 595 Branch Head Bill Sax on March 9 at SSC Charleston's Jacksonville Office.

The web-based ePMS provides the tools to manage the entire lifecycle of shipboard organizational level ("O" Level) preventive maintenance tasks such as initial task development, execution, scheduling, monitoring of execution and task improvement. These pilot system improvements facilitate the continuous communication of updated maintenance task requirements to the fleet and near real-time resolution of fleet-identified maintenance related issues.

Jacksonville's initial portion of this project was standing up the server hardware suite. Through the efforts of the PMS MIS project team—Bruce Zewice, Mike Kegel, Lesa Mitchell and Steve Travis—processing of the technical feedback reports was web enabled to eliminate paper forms and improve response time by 25%.

This accomplishment set the foundation for additional eBusiness process improvements such as updating of maintenance repair card (MRC) data via electronic force revisions (FRs) instead of the semi-annual physical distribution of FRs. These improvements resulted in an average reduction in FR delivery time of 66% and a reduction of shipboard workload in implementing MRC changes issued through FRs.

Another application was developed to support electronic reliability centered maintenance that eliminated the manual processes, paper forms and redundant data entry associated with maintenance procedures.

The ePMS project was chosen by the DoN eBusiness Operations Office to participate as an eBusiness pilot project. The pilots demonstrate business process improvements by applying best commercial business practices to web-enabled technologies. To qualify for nomination for the award, you must have had an eBusiness project of limited scope, cost and duration that was undertaken to prove or demonstrate the effectiveness or applicability of a technology, concept or process. The pilot project must have improved current DoN business processes and provided a positive return on investment.

The bottom line

The ePMS pilot was able to achieve these goals by developing web-enabled business processes to improve the PMS MIS. This subsequently led to positive impacts on safety, quality of life and readiness, as well as the system becoming a DoN CIO eGovernment Award winner for 2003.

Phil Hans, NAVSEA PMS MIS project sponsor, presents an award for the PMS MIS to (from left) Steve Travis, Lesa Mitchell, Bruce Zewicke, Bill Sax and Mike Kegel.

Wiles Receives Agency Program Coordinator of the Year Award

By Diane Owens
Strategic Planning Office (Code 0D-DO(ATG))

George Wiles was named the DoN Government Commercial Purchase Card Program Agency Program Coordinator of the Year in March. The DoN E-Business Operations Office sponsored the award, which recognized Wiles for his outstanding management of the government purchase card program at SSC Charleston.

George received the award and a plaque while attending the DoD Purchase Card Conference in Atlanta. His name was submitted for consideration by the purchase card agency program coordinator at SPAWAR headquarters.

He also received a *You Made a Difference* award from the Executive Council on March 15.

George worked at the former Charleston Naval Shipyard from 1979 until it closed. He worked in the mechanical group as an instructor supervisor and was promoted to head of the structural/piping group's technical support office. When nuclear ship repair work stopped, George was sent to work in the shipyard's comptroller's office until the NISE East finance office hired him in 1996. In 2000, he moved to the Contracts Office, where he now is the agency program coordinator for the purchase card program.

George Wiles is the agency program coordinator of the year for the DoN-wide purchase card program.

Recovering from volleyball are (front row, from left) SC Kirby Johnson (command, senior chief), Patty Breazeale (military personnel officer), Lt. Godfrey Weekes, Cdr. Dennis Pendergist (XO), Capt. John Pope (CO); (middle row, from left) ETC Larry Moore, CTM1 Jeffrey Lumb, CWO4 James Whetzel (division officer), ET1 Timothy Perttula; (back row, from left) ET1 Ricardo James, ET1 Douglas Reagin, Lt. Cdr. Bobby Beck, Lt. Cdr. James Coffman, CTR2 Michael Harris, CTA2 Loren Laub, Lt. Bernard Jones

Military Hold Hail and Farewell Ceremony and Picnic

SSC Charleston military personnel held an informal hail and farewell ceremony and picnic on April 30 at Hooker Lake.

Participants said farewell to PO Ricardo James, who left the command in May to attend Officer Candidate School in Pensacola, Fl. Best wishes were also given to Chief Larry Moore, who retired with 20 years of service. Fair winds and following seas to both.

New military personnel welcomed to the command are ET1 Douglas Reagin, transferring to SSC Charleston from Explosive Ordnance Command, Mobile Unit 6, Charleston and ET1 Timothy Perttula, arriving from Mobile Construction Battalion 7, Gulfport, Miss.

Enlisted personnel challenged officer personnel to three very competitive games of volleyball, and a good time was had by all.

EUCOM Uses SPAWAR Europe's Expertise for War on Terror

By Ryan Gunst
Information Superiority and Knowledge Management Integrated Project Team
SPAWAR Europe, Stuttgart, Germany

Since the fall of the Berlin wall and the lifting of the Iron Curtain, the U.S. European Command (EUCOM) and the rest of the world have witnessed a trend in the widespread proliferation of advanced, commercially available technology as a by-product of increasing globalization. The nature of the threat the United States faces also has shifted away from armies using mass and maneuver toward small units or individuals hiding among civilian populations conducting terrorist-style attacks.

Threat changing in nature

This transition toward "asymmetric" warfare (embodied by the attacks of Sept. 11) has eroded the technological advantage the U.S. has over its adversaries. This reality is revealed within EUCOM as the Regional Combatant Command confronts asymmetric threats empowered with 24-hour news to maintain situational awareness, global positioning systems to navigate, satellite and cellular phones to conduct command and control, and computer networks to conduct espionage and collect intelligence. EUCOM is responsible for an area made up of over 93 sovereign countries that includes Russia and most of Africa.

Spain and the rest of Europe are reacting to the bombing of a commuter train on which cell phones were used to coordinate the explosions that killed almost 200 people and wounded over 1,500. EUCOM recognizes that in the Global War on Terror the ability to connect to and exploit what it collectively "knows" as part of a government interagency organization is increasingly critical to its success in the physical or kinetic battlespace. The ability to exploit and use knowledge to continuously innovate and refine operations is decisive in sustaining an advantage over adversaries.

EUCOM takes action

To pursue this strategy of refinement and continuous warfighting innovation, EUCOM has established an Information Superiority and Knowledge Management (IS/KM) Division with an integrated project team from SPAWAR Europe supporting several long-term multiple-phase projects for knowledge management.

The IS/KM Division is led by U.S. Air Force Col. Hal Bullock and is part of the newly established EUCOM Plans and Operations Center (EPOC). The EPOC is EUCOM's adaptation of the Joint Forces Command's (JFCOM) Standing Joint Force Headquarters (SJFHQ) concept for conducting multiple, simultaneous missions spread over its expansive area of responsibility.

SSC Charleston steps in

Integrated within the IS/KM Division is a team from SPAWAR Europe tasked with managing multiple complex EUCOM knowledge management projects. They work with the EPOC's nine other divisions to evaluate critical warfighter processes such as targeting, interagency collaboration, intelligence dissemination and reconnaissance for opportunities where they can inject knowledge-sharing technology and methods to increase efficiency and effectiveness. The team regularly interfaces with representatives from European governments and U.S. agencies such as the Department of State and National Security Agency. The intent of these projects is to continuously improve the EPOC's ability to quickly and effectively capture, store and share interagency knowledge and expertise.

"The ability to exploit and use knowledge to continuously innovate and refine operations is decisive in sustaining an advantage over adversaries."

Ryan Gunst, an Army communications officer who was on active duty before coming to work for SPAWAR Europe in 2000, leads the SPAWAR Europe IS/KM team. Members Jim Condon, Dean Heatherdale and Todd Yates bring a broad range of backgrounds and experience in C4ISR systems and information technology to the team. Industry partners are also part of the IS/KM team with Mike Hewitt, a UNIX systems specialist, coming from Booze Allen and Hamilton.

The IS/KM team is intimately involved in the integration of EUCOM's SIPRNET (a secure network) into a prototype Collaborative Information Environment (CIE). This suite of hardware and software, fielded by JFCOM as a key component of the SJFHQ concept, allows operational planners and mission decision-makers

to quickly find, connect to and exploit interagency expertise and knowledge.

The new network-centric capability also enables those at the *edges* of the network to get the information they need to successfully execute the mission. This organizational transformation provides EUCOM with increased agility to resolve issues *as they emerge* so a more resource intensive effort is not required to deal with a fully developed crisis.

Future looks good

The IS/KM team has built upon its close customer relationship and successful track record of system integration and project management to evolve and grow to meet EUCOM's changing mission. Early on, the SPAWAR IS/KM team recognized the coming changes associated with EUCOM's transformation and positioned itself to support the customer's developing requirements. For example, last fall they sponsored training on Knowledge Management principles and practices to give the team the expertise it would need to support future EUCOM KM initiatives.

This effort has paid off, and recently the team received additional tasking from EUCOM to increase the scope of its knowledge management efforts. This program growth will require the addition of three knowledge engineers, a network engineer and a web integration specialist to the team.

Future projects for the IS/KM team to pursue include the integration of tools for information discovery, information visualization and entity extraction to support operational net assessment; integration of decision support systems for decision-maker synchronization; development of a learning management system for the capture, sharing and training of best practices; and development of policies and practices that integrate knowledge sharing and network-centric concepts into EPOC business processes.

Concepts work in business too

The IS/KM team is applying these same network-centric and collaborative concepts to the way it conducts business within SPAWAR. The team is located on site with the customer and acts as a sensor in the SPAWAR Europe business network. The team is in tune with EUCOM's emerging requirements and collaborates through the Groove Networks (www.groove.net) collaborative tool with the rest of SPAWAR Europe.

The IS/KM team uses its unique relationship with the customer to identify opportunities where SPAWAR, through expertise available in theater or through reach back to the Systems Center in Charleston, can best support EUCOM's requirements. Using Groove the IS/KM team conducts proposals, briefings, brainstorming sessions and coordination seamlessly and securely over the network with the rest of SPAWAR.

As new net-centric technologies proliferate, our ability to find, gather and exploit our organizational knowledge in such a way that it allows us to execute more efficiently, more effectively and faster than the enemy will be the key distinguishing feature between us and our adversaries. The SPAWAR IS/KM team is enabling the EPOC IS/KM Division to meet this challenge and at the same time is discovering better ways to conduct business.

Members of the SPAWAR Europe team receive their certificates of training following a 40-hour course on knowledge management principles and practices given by Douglas Weidner of KMPro. Pictured from left are Sgt. Brandon Sade (52nd Signal Battalion), Todd Yates (Code 571), Robert Hamilton (Code 572), Mike Beaupre (52nd Signal Battalion), Ryan Gunst (Code 571), Dean Heatherdale (Code 571), Brandon Weidner (KMPro), Mike Carlson (Code 571), Jim Condon (Code 70G) and Ivan Labra (Code 571).

Military Promotions

James Whetzel was promoted to CW04 on May 4.

Lt. Cmdr. Bobby Beck receives his Gold Oak leaves from his wife and Capt. Pope on May 4.

Not pictured: Lt. Robert Beebe received his permanent promotion to CW04.

Hays Receives Meritorious Civilian Award

Greg Hays has received the DoN Meritorious Civilian Service Award for his accomplishments while Director of Tech Solutions at the Office of Naval Research (ONR). Rear Adm. Jay Cohen, Chief of Naval Research, presented the award on Feb. 12.

Tech Solutions (www.techsolutions.navy.mil) is an eBusiness process that provides a direct means for the fleet and force to reach the science and technology (S&T) community and enables rapid transition of technologies. Greg led the effort to establish the Naval Research S&T Action Team, which was stood up within days after 9/11/2001, to coordinate rapid Naval research responses for crisis management.

Greg used new technologies to enhance decision making while creating a work environment that encourages creative thinking and innovation. A major benefit of this effort was an expansive professional network with the entire Naval research enterprise, fleet and force commands, academia and industry.

As director of Tech Solutions, Greg's biggest challenge was to produce results in 12 months or less. During his time at ONR, the Tech Solutions annual budget grew from $500,000 in 2001 to $10 million in 2004 and continues to be a highlight in ONR's storefront of near-term S&T for today's warfighter.

Greg Hays received the Meritorious Civilian Award for improving operational capabilities and quality of service through the use of the latest technologies.

The award stated, "...Mr. Hays has improved the ability of the developers of Science and Technology to impact the day-to-day functioning of today's Fleet/Force. Through the Tech Solutions process, Mr. Hays has impacted the Fleet/Force by improving operational capabilities and quality of service issues, an impact that will only continue to grow in significance in the future. A case analysis of this impact predicted a cost savings of over $20 million in critical operational funds in a three-year period and a labor savings of over 100 work years, effort that could then be applied to mission critical functions of the Fleet/Force."

Greg came to work at SSC Charleston in June 2003 for the C4I Systems Division (Code 61), where he's considering possibilities for warfighting innovations and working to improve existing systems in the fleet focusing on FORCEnet.

The Chronicle Welcomes Its New Editor

Last January, SPAWAR bid a fond farewell to longtime *Chronicle* editor Lynda Silvers when she retired. On June 1, the command welcomed the new *Chronicle* editor, Tonya Lobbestael, who returned to federal service from the private sector. Prior to joining SPAWAR, Tonya worked for the U.S. Army as a writer/editor in Wiesbaden, Germany. She also worked for the U.S. Department of Health and Human Services in Rockville, Md., as a public affairs specialist in a fee-for-service environment (similar to the Navy Operating Capital Fund).

"Joining the SPAWAR team is definitely a highlight of my government career," says Tonya. "I am thrilled at the prospect of telling the SPAWAR story through our magazine and publications and helping to showcase the important work done here to support our sea warriors and all of our other customers."

Since her graduation from Virginia Commonwealth University in 1986, Tonya has served as an advertising copywriter, an account executive and public relations executive for the Boy Scouts of America in the Tidewater area of Virginia. Her federal career began just prior to Operation Desert Shield when she joined the staff of the Army's 3rd Corps Support Command magazine and community newspaper while stationed with her husband, Master Sgt. David Lobbestael (retired) in Germany.

"That was one of the best experiences of my professional life," Tonya recalled. "I had the opportunity to write numerous features, cover joint forces exercises and troop deployments, and see them come home when the war was over."

Most recently, Tonya worked extensively on recruiting efforts for the U.S. Department of Health and Human Services and the U.S. Public Health Service Commissioned Corps, producing numerous films and publications. "We traveled to Native American reservations, the Centers for Disease Control and even to the National Institutes of Health's veterinary facility shooting films. But the best piece our team worked on was a documentary of the Public Health Service's response to the World Trade Center disaster to commemorate the first anniversary of Sept. 11."

Tonya Lobbestael is the new command editor and head of the Business Resources and Information Office, Code 0A6.

While Tonya is a native of Virginia, she and her family—husband David, son James and daughter Jordan—have known for some time they would retire in South Carolina. "At the beginning of Dave's career, he was stationed at Shaw Air Force Base in Sumter. We used to come to Charleston all the time and we absolutely fell in love with the area," she explained. "We even joked that if we couldn't decide where to retire we'd go to Charleston, and here we are!"

"Now my challenge is to learn everything I can about SPAWAR, the technologies being developed here and the people who make up the organization," adds Tonya. "Lynda was obviously a valuable part of the team and she had a long history and great knowledge of the organization. I hope to be able to continue the many professional relationships she established for *The Chronicle* and build new ones to help take the magazine to the next level."

What's the Buzz?

A guide to understanding the latest buzzwords

By Diane Owens
Strategic Planning Office (Code 0D-DO(ATG))

Horizontal Fusion (HF) A DoD concept to make troops less vulnerable and more lethal in combat situations. Picture an AOL homepage where you, the user, customizes it to get information on things you are interested in (weather, sports, stock prices, etc.). Horizontal Fusion is a secure web site where the warfighter can pull in information from a variety of sources to allow rapid and effective analysis and decision making. Warfighters can post data to the network, pull data from different sources on the same network and make sense out of it all (fuse it together).

HF was initiated in January 2003 in response to Defense Secretary Donald H. Rumsfeld's vision of transforming the DoD.

There were 13 HF projects in FY2003, and DoD manages the 13 programs as a portfolio. SSC Charleston was chosen as the lead on one of them—the Non-Obvious Relationships Analysis (NORA)—modifying commercial software used in the gaming industry for DoD uses such as screening security personnel. The database identifies connections among various pieces of information.

The focus of HF is to implement the Global Information Grid (GIG) architecture, DoD's effort to establish a worldwide information technology (IT) infrastructure.

The term horizontal fusion grew out of the data-sharing shortfalls following the Sept. 11, 2001, terrorist attacks. DoD needed to be able to mine data so that warfighters got information they needed without having to wade through useless data.

FORCEnet A Navy concept very similar to DoD's Horizontal Fusion. It is the backbone of CNO Adm. Vern Clark's Sea Power 21.

Push vs. smart pull In the past, warfighters often got information overload and found it hard to sort through information to get what was needed. New systems are designed to allow warfighters to subscribe to particular information and get only what they need.

NetCentric warfare A concept of operations to provide information superiority and to increase combat power by using all assets to link decision makers and shooters electronically using a global, web-enabled environment. The main point is to be able to communicate and work in real time with anybody, anywhere, to solve a warfare-related problem and for the warfighter to pull information when it is needed, in the form it is needed in. Currently, intelligence analysts collect, process and analyze data before pushing it out to users, which delays receipt of information. The Horizontal Fusion concept is the key to netCentric warfare.

Shared awareness When both warfighters and decision makers have access to the same information at the same time.

Quantum Leap 1 The first in a series of five scheduled live exercises that showcase network-centric capabilities (primarily used for military operations) to DoD officials. Quantum Leap is designed to demonstrate how net-centric capabilities can make intelligence data available to warfighters quickly.

SSC Charleston played a key role in the successful Quantum Leap 1 demonstration during the FY2003 Horizontal Fusion initiative by hosting visitors and demonstrating new initiatives. In August 2004, DoD will host Quantum Leap 2 at SSC Charleston and other sites to test additional new initiatives.

Transformation See the article on page 23.

Joint Threat Warning System Provides Flexibility

By Diane Owens
Strategic Planning Office (Code 0D-DO(ATG))

If you're in the battle field, you *want* to know where the enemy is. The new Joint Threat Warning System (JTWS) can help.

JTWS is a system of systems that helps units of the Special Operations Forces (SOF) detect enemy emissions and identify the location of the source. The Special Exploitation Systems Engineering Branch (Code 713) developed this unique equipment for the United States Special Operations Command (USSOCOM).

The JTWS consists of several variants to support ground, air and maritime units. Code 713 recently completed development of one of the ground variants, the Ground SIGINT Kit (GSK), a set of components that provides force protection for SOF ground units. The two systems that make up the GSK, the body-worn system and the man-packable system, are based on the same software architecture.

The body-worn system is mounted in a soldier's rucksack and powered by batteries. Information is provided to the soldier via a display device worn on the forearm and a specialized headset. Users can record information for future analysis.

The display and headset allow the soldier to carry weapons and wear protective headgear without interference from the body-worn system. The system contains a global positioning system (GPS) and a time display, eliminating the need to wear a watch or carry a GPS device.

The body-worn system alone gives the warfighter a rudimentary threat warning capability effective for the immediate vicinity. An additional system that runs on batteries or AC power can be set up at the base operation site.

The GSK components are made of commercial off-the-shelf materials in custom built, rugged housings and use specialized software. Although the government owns the basic software, it makes the specifications available to contractors interested in manufacturing various hardware components to add to the systems. This shared effort with industry ensures vendor equipment is compatible with the system and saves the government the time and expense of designing and manufacturing all components.

The units run on multiple energy sources—batteries or AC electricity—or a combination of sources. Code 713 is working with other agencies that are developing additional energy sources such as fuel cells and solar power for future use.

The systems currently are in the testing and approval stages of development. Once evaluated and approved by USSOCOM, a minimum of 124 units will be manufactured and provided to SOF ground units. The Code 713 JTWS team will provide training for system operators.

SSC Charleston is responsible for the JTWS from cradle to grave: designing, producing and maintaining the equipment as well as providing spare parts and producing upgrades. Plans are already in the works for future upgrades to the systems (preplanned product improvement).

The JTWS team is developing air and maritime variants based on the same technology as the GSK. All JTWSs will be interoperable and have the same look and feel. Users will need to train only once to use all the system components.

In addition to use by the U.S. military forces, alliance military leaders from Australia, England, Canada and New Zealand are interested in acquiring the systems. Employees of Code 713 are working closely with alliance representatives to share technology for development of hardware and additional parts.

Project manager Mike Niermann credits USSOCOM for its vision in funding development of the JTWS equipment. Other agencies providing funding include the Coalition Warfare Fund, Defense Cryptologic Program, Foreign Comparative Test and the Small Business Innovative Research program.

Code 713 employees have been working on joint threat warning devices since 1988. Most of the previous efforts concentrated on developing air and maritime threat warning systems. A remotely operated ground system also was developed. The goals are to make systems for signals intelligence and threat warning lighter and more capable while maintaining ruggedness.

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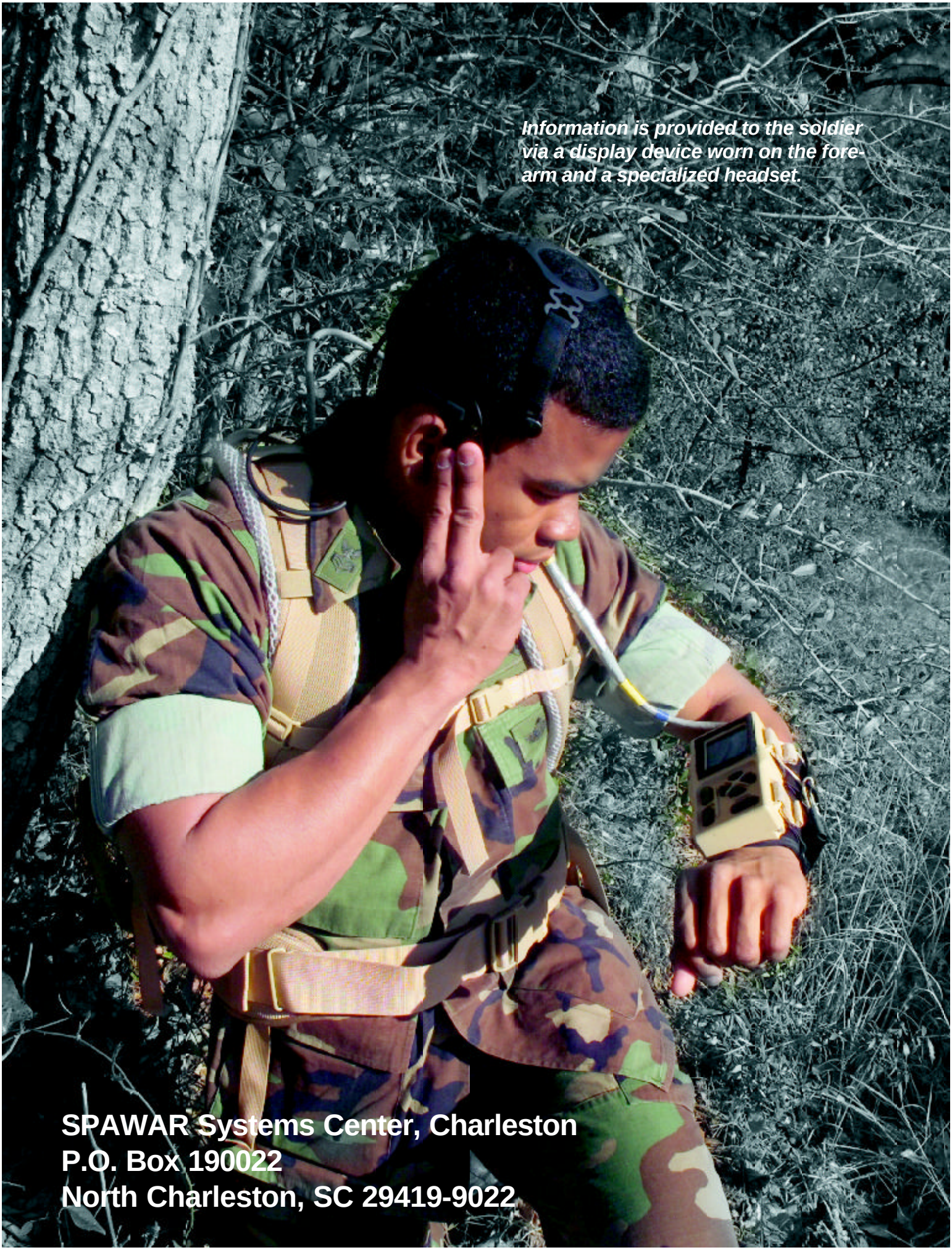

Information is provided to the soldier via a display device worn on the fore-arm and a specialized headset.

SPAWAR Systems Center, Charleston
P.O. Box 190022
North Charleston, SC 29419-9022